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A BOORUM & PEASE PRODUCT

2/15/43 MONDAY:

Got up at 7:00 & was surprised to find that the temperature of the house was down to about 60° . Rushed down cellar & found the furnace going OK. I guess it had run all night but it ~~was~~ just so cold & windy that the furnace couldn't keep it any warmer. Boy! What a night. After breakfast I went out & started the car. It was 18° below & the wind still blowing. The car started OK but the wind had drifted the drive closed - had two bad snow banks to shovel them. I started working on the one but it was deadly cold. I gave up when I looked at the second bank, it was 4 or 5 feet high. Came in & called Orton, found he had just left his house & Mary saw him driving down from Quibi so I rushed out & caught him just in time. Was sure glad to get a ride down to the office. I changed secretaries this morning Bill introduced me to Miss Brimmer & I turned Joe over to Bill. My first impression of Miss Brimmer was not too good - very young, I had her work some with Joe

This morning. Miss Van Der Water called from
 the Homestead about 9:00. Called Horton &
 arranged transportation for her to the school.
 When she arrived at the school I introduced
 her to Bill & arranged a spot for her to
 work on the lesson material. Arton came
 down with Geo. Mtg to look at our office
 & arranged for Geo. to move his desk in. Mr.
 Arton showed Miss Van Der Water around our
 school. I called Bibby this morning but was
 unable to get an audience with him. He
 sure is a busy man. I also tried to get
 in touch with Bill Lewis but couldn't.
 About 11:00 Arton called Bill & ~~we~~ up to
 his office & told Bill that he had heard
 through several members of the educational dept.
 about his attention to his secretary. The way
 Arton approached it Bill turned as white as a
 ghost - I guess he was thinking he was
 going to get the works. However I think Arton
 was very lenient with him on the whole situa-
 tion. He explained that his only interest was that
 of the reputation of the department. Bill wouldn't
 volunteer any information so Arton finally asked
 him whether the matter was more serious than
 just taking Mary home from work & bringing

her to work in the morning. To this Bill gave no direct answer, said he believed it best not to talk any more than he had to. Orton didn't force the issue but of course we both interpreted his silence as measuring the matter was more serious. I reminded Orton & Bill that if this was to continue someone may write to Mr. Watson & then we would ^{all} be in jeopardy of our job. Mr. Orton mentioned it placed him in a precarious ~~type~~ position & I thought Bill was most tactless in stating - "Yes I wouldn't want to be in your position." He made that remark twice to Orton. In reply to this Orton asked Bill what he would do if he was in his place - also asked what he should tell those people who come to him & mention this situation. Bill had no direct answer to this. I reminded Bill of the advice I had given him several weeks ago to discontinue taking Mary home & bringing her to work. Orton made it clear that this would have to ^{be} discontinued & all other attention to Mary on the job. He even suggested that Mary be transferred out of the dept., but to this Bill replied that this would be only

confirming the belief on the part of those people who are talking that their assumptions were true. However he said he would discontinue all attentions to Mary on the job. The matter was left this way & Bill was instructed to think the whole matter over & let us know what action he would take to correct the ~~settled~~ situation. Mr. Arton took Mrs. Van Der Water, Bill & me down to the Hotel Frederick for lunch. Right after lunch I dictated several letters to Valla my new secretary - she seems to be very good - can take short hand just as fast as you can talk. At 1:15 Bill, LeBaron & I sat down with Mrs. Van Der Water & went over Lemon's one ^{part of} & two of "Fundamentals of Shop Work". He had a lot of suggestions to make & we had some real fun getting certain issues settled. Bill doesn't agree with her ideas in many cases. However I believe she has the ability to put the real finishing touches to our material. There was a foremen & supervision meeting at 4:30 & at 4:45 Kirk talked to the entire plant for about 7 minutes. He was introduced by Fred Loree as chairman of the War Production Board - he talked on Absenteeism

& the need of keeping fit & on the job. Also stressed the need of absolute quality in every part, since the materials going to the boys at the front must be perfect. Follow his talk by a more detailed talk to the foremen & supervisors also to the members of the War Production Committee who were also included on this meeting. The meeting was over at 5:40. John Barton added his 2 cents worth as usual. Arton & I had arranged a little dinner party at the Homestead for Miss Van Der Water but had to cancel it due to a Red Cross dinner scheduled at the Homestead. Called a cab for Miss Van Der Water. Arton asked me to ride home with him as he had something to talk over with me, but after waiting around he went off without me. Got a ride home with Ray Jarvis. It had been zero weather all day & Ray's plymoth wouldn't start, had to be pushed half way to Endwell to get it started. After dinner I called Arton & kidded him about forgetting me. Asked him what it was he wanted to talk to be about & he said he couldn't tell me over the phone. I told him I wanted to see his new projector anyway & that I would stop over. Took some of my movie

with me. The roads were in good shape. I showed several of my movies to Mrs. Arton & the children - ~~Dwain~~ Dwayne's new projector worked swell. After the kids retired Dwayne & I had quite a session talking over the Robinson case. He said he think he wanted to tell me was that Kirk had stopped in his office after the foreman meeting to night & wanted to know what had been done about Robinson. Arton told him of our talk with Bill to-day & Kirk said it was a case of either the whole situation being removed or Bill would have to be removed; or words to that effect. I told Arton I thought he had been a little too easy on Bill to-day & that as far as I was concerned he would not have to continue being easy with Bill on the matter. I told him that for our own protection we should insist on Bill chopping Mary completely or remove him from the dept. I explained that if someone had to lose their job over the matter I didn't want it to be mine & as far as I was concerned I believed it was time that we really got tough on the matter. Arton said we would have to have

another session with Bill to-morrow. Came home about 9:30 - another terribly cold night but not windy - it was 8° below when I came in. Read the paper & did some writing. To-bed 11:30.

2/16/43 TUESDAY:

Got up at 7:00 & was shocked to find there was no water. I immediately realized we should have left the water running a bit the way we had done the night before. I went down & opened the door to the pump room & also connected the electric heater to help warm up the room. No pipes were busted so I thought it would be OK when it thawed out. Shaved with my electric razor - called Amzi Hoffman & asked him to send a man out - said the best promise he could get was that the plumber would be out about 6:30 this evening. Went down to the office at 8:15. Drove down to the post office first. Spent some time this morning with Bill Levin getting the J.M.T. Program lined up. I called Mac over to Levin's office & we got the program lined up for 3 groups. Mac brought up the

point that in order to take J.M.T. the men must first have the 10 hour J.I.T. program. This was quite alarming in as much as the majority of the supervisors had not had J.I.T. I immediately call the T.W.I. office in Binghamton & got Alvin Smith - asked him about this matter & he said it would be O.K. Before I had finished with Mr. Lewis - Betty called & I rushed back to his office. Robbie was there & wanted to go over the cases for our Foremen meeting. Spent a few minutes with Dave & he read a couple of them - said they were O.K. Asked Dave to join us at the Homestead for dinner with Mrs. Van Der Water. Said he felt under the weather & couldn't make it. Spent most of the morning going over lesson material with Mrs. Van Der Water. She is making quite drastic changes in our style of writing. I really think she is doing a good job on it. At 12:00 I drove home for lunch. It was a beautiful day. The electric pump hadn't started so Mary was still out of water. After eating lunch I carried a couple of pails of water from Martha's for her. Then stopped over to Snover's shop & told Mr. Snover

how I wanted the bottom for the book case made for my dark room. Drove on up by Arton's house & took a picture of it. Stopped back to the house & left my camera & then returned to the office.

Took Miss Van Der Water for a tour thru the plant this P.M. She was so interested in everything I could hardly get her away from one spot to move along to the next one. I was surprised the interest she has in shop work. Mr. Arton had said he wanted to see Robbie & I this afternoon so as soon as I got back I took Bill up to Arton's office. The first thing Dwayne asked Robbie whether he had written his ticket yet & poor Robbie didn't know what to say. Arton told him that Kirk had stopped in his office after the foremen meeting yesterday, and wanted to know what had been done. Arton was certainly frank with Bill - he told him the whole story & gave Bill, Kirk's reaction. - Either the case itself is all washed up or Bill is all washed up. In the discussion which followed Bill divulged that he was actually

in love with Mary & that they would
 probably be married in another 2 months.
 Therefore Bill & Peg are apparently arranging
 for a divorce & that explains why she went
 to Florida - you only have to be a resident
 there 60 days before getting a divorce.
 However Bill indicated that Peg & he
 would have been divorced anyway & that
 Mary really didn't inter into that. I
 question whether he was just making the
 situation look better for Mary or that
 there really was something else between
 her & Peg. He did mention that if it had
 been up to Peg he would have left the
 company long ago. I know she never had
 a good word to say for IBM. - Arton
 mentioned he had talked to Bibby & was
 surprised to learn that Diane knew all
 about it in as much as he had seen
 Bill & Mary together at a restaurant. It
 was clear that Bill wouldn't give Mary
 up - Wayne made it clear that it
 would have to mean his job, however
 he had mentioned to Bibby that there
 could probably be a transfer made to
 the Customer Service Dept. & Bibby has

said this might be possible. Therefore Arton asked Bill what he thought of this & although he didn't say directly - he did seem interested as he repeated that he didn't want to leave IBM. Said he had given it the best years of his life. In as much as the Customer ~~Eng~~ Service angle had come up Arton ~~th~~ agreed to hold a final decision until he had an opportunity to see Kirk again which wouldn't be until Saturday as Charlie is out of town. We were in Arton's office nearly an hour & a half. Spent the rest of the afternoon going over the lesson material with Mrs. Van Der Water. At 6:15 I drove Mrs. Van Der Water up to the Homestead - stopped by the house & picked up Mary. Had her bring my electric razor so I could shave at the Homestead. Mr. & Mrs. Arton arrived about 7:00 & we all had dinner together. Bill had been asked to join us but after the session this afternoon he seemed pretty well knocked out & said he would rather not be included. However he came up about 8:00 & after dinner we had a short talk with Arton & Mrs. Van Der Water on the lesson material.

Dwayne left early as he had to leave town on the late train. He forgot some reports I had brought up for him so I drove them over to his home on our way home. Got home about 10:15 & was disappointed to find the plumber hadn't been here. I called Arzi Hoffman right away & he promised to send a man up from the plant to-morrow morning. After talking to him I went down & looked the situation over - found that a special safety switch on the pump had kicked off - turned it on & the pump started ok. Boy! It was good to have water again. Mary washed some of her dishes & I unpacked the maple wardrobe which ~~we~~ finally arrived to-day after waiting since Dec. 9th. It was a cheaper looking outfit than we had anticipated. I took a bath & to-bed at 11:30.

2/17/43 WEDNESDAY:

Drove to the office at 8:00 - Had a foremen meeting at 8:30 on safety. Gaven Cullen was chairman & Mr. Barton attended the meeting. There was a real

active discussion on the subject of safety shoes. This is an important subject right now in as much as - due to a recent accident in which a man lost 3 toes which he might otherwise have saved if he had been wearing safety shoes - Mr. Kirk has issued instructions making the wearing of safety shoes compulsory on all jobs where a hazard exists. Mr. Barton as usual kept the ball rolling & made it an interesting session. Bill attended the 2nd. foreman meeting at 10:30. Spent the rest of the morning with Le Baron & Miss Van DerWater on the lesson material this morning. At 12:00 I drove down to the Hotel Frederick for lunch with Bill & Miss V. ^{Saw Bill Hilbert & Jan from Poughkeepsie - had come up on train.} At 2:00 this P.M. I took Miss V. over to the Laboratory - introduced her to Mr. Lake & he showed her the new calculating machine also gave us a demonstration. Frank Le Baron came to me this afternoon & asked to be released from the writing job - said he didn't feel that he was getting anywhere spending his time on it. I was quite surprised to hear this. Had quite a chat with him & ^{tried to} convince him to see the

job than to a finish. He even said he
 was thinking seriously of quitting IBM, -
 thought it would ~~be~~ be to his advantage
 to get a variety of experience. We left
 it that Frank would think it over & we
 would discuss it again later. Bill & I
 talked over his situation again this after-
 noon - he is very much concerned as to
 what Girk will do - asked me whether I
 thought Girk would let him go back in-
 to the Customer Engineering Dept. I told
 him I thought he would - but really I
 have my doubts. Miss Van Der Water took
 a cab to the Homestead at 6:00. I went
 to Lions Club at 6:30 - Bill told me as
 I left that he had sent in his resignation.
 We had a good meeting - two High School
 Teachers were there to sell War Bonds & Frank
 Lewis helped them by canvassing the group. -
 They raised \$500.00 in Bonds - the club
 really went to town & were those Teachers
 surprised. Lieutenant Popple of the town
 police force talked on "Crime & its Detection".
 He gave an interesting talk. Paul Hooper
 asked Frank Lewis to help me on the
 Night Saving Committee so I asked Frank to

contact the management of the local theaters about having talks made from the stage on Sight Saving. Spent some time after the meeting helping the boys send out the Sight Saving stamps. Got back to the office at 8:45. Bill had left the lesson material for Miss Van Duktens. I took it up to the Homestead & left it with Miss V. - she is going back to Washington to-night. Got home about 9:30. Mary & I spent some time figuring up our income tax. We figured it will be approximately \$50.50. Boy that really begins to hurt - but I told Mary I would rather pay that than to have our home bombed which is a cheerful way to look at it. Read the paper - To bed 11:30.

2/18/43 THURSDAY:

Got up about 7:30 - drove down to the office about 8:30. I conducted the foremen meeting at 10:30 as Harry Barrett was absent last week & although he was there to-day he didn't want to do it, so I took his place. The

group hadn't met last week so we had
 the entire safety outline to cover. We got
 over it O.K. by simply pushing the thing
 along a little. Had lunch at the cafeteria
 with Bill - he told me he saw Kirk come
 in this morning. I was surprised as I
 had understood he wouldn't be back un-
 til Saturday. I hope he doesn't call about
 Bill as Otis is out of town & I plan to
 be in Poughkeepsie to-morrow. Made
 reservations right after lunch. Called each
 of the Principals of the four High Schools in
 Vestal & Endicott to make arrangements
 for a talk on Sight Saving to be given at
 their assemblies next week. Made arrange-
 ments with Charlie Johnston in the power
 house to give the talk. I talked with
 Lynn Sealey his foreman about it & Lynn
 OK'd his doing it. Charlie stopped over to
 see me & I gave him some data on
 our sight conservation work. Called Paul
 Hooper & got some facts for him. Bill
 had Mac & I preview some films on teacher
 training this afternoon. Wrote Miss Vandewater
 a letter & sent her some more material &
 also a number of illustrations. ^{Shut down to bank at 2:00.} Miss Brimmer

is working out very well as a secretary & I find it so much easier to get work out than I did with Joe. Robbie told me that he was getting things lined up to give me a complete report of how every project stood in his dept. I thought that very cooperative of him. ~~I~~ I had wanted to request such a report but felt a bit embarrassed about asking for it until the whole situation was definitely settled. He also told me that he had to get out of Endicott soon however or he would go crazy. I guess the whole thing has Bill pretty much upset. Came home at 6:20 - after dinner I drove back to the office - had an appointment with Internal Revenue man at the Personnel Dept. at 8:30 to help me make out my income tax. The office was filled so I went back to the school & went back again at 9:00. The man went over the blank I had filled out last night & made some changes - brought the amount down to \$589. - so he saved me about \$13.00. Came home at 9:30 - packed my bag - at 10:20 I took a taxi to Binghamton & boarded the train for N.Y.C.

FRIDAY:

2/19/43

Up at 6:00 - took the tubes from Hoboken to 33rd St. Then took a taxi up to the Grand Central Station. Got there just in time to catch the 7:10 train for Poughkeepsie. Met Barbara Kahn on the train & talked all the way into P.K. Had some breakfast on the train. Got in P.K. about 9:05 - took a cab to Nelson House. Took a shower & changed suits. Called Charlie Mitchell & Dave Sanford. Walked over to Mitchell's - was surprised to see the Hotel Windermere - it had burned out & water had frozen forming ice over all the walls. It was some sight. Charlie showed me the double turn table, it worked swell. I rushed back to the hotel - got my camera & took a couple of pictures of Hotel Windermere. Bought a case for the double turn table & took it over to Mitchell's. Met Delta Walker in front of the Nelson House. She told me Ralph had had his physical & would probably soon leave for the army. Took a cab down to the plant - got there about 12:00. Dave & I drove down to lower office bldg. To see the look over the space which is to be used for the job training center. Dave has the machines all lined up to move in. Had lunch in cafeteria - ate with Ralph

Walker & Harry Fleckler. At 3:00 Dave, Phil
 Leuk & I sat in on a job training session, met
 Mr. Clark who conducted the session. Was not
 very favorably impressed with him or his
 work, but he seemed to have been well
 received by the boys at the plant. At 5:00
 there was a foreman meeting. Pin was supposed
 to conduct it, but in his absence Bill Hain
 conducted the meeting. Pin was home sick
 to-day so I didn't get to see him. Bill
 covered a little bit of everything in the
 meeting - there was quite a bit of discussion
 on plant safety & rates of pay. He asked
 me to say a few words about Job Training Center.
 Dave also mentioned the Job Instructor Program.
 Meeting lasted until about 6:30. I learned to-day
 that Jim Hain has been transferred back to
 Endicott & also Leon Gleason is going back.
 Dave drove me up to Nelson House about 7:00. Had
 dinner with me & then drove me down to the
 station to meet the 7:40 Empire Express to
 N.Y.C. We rushed to beat the devil to make it
 & then I found the train was about a half
 hour late. It was terribly crowded - even
 the aisle stood full. I had to stand until
 we reached Harmon. We came into New

Woke on a black out - had to pull all the shades down on the train. Got into Grand Central about 10:00. I called Holchen & asked them to hold my reservation for me. Went to the Oyster Bar & had my usual plate of raw oysters. Took a cab down to 23rd. St. Jany. Got over to Holchen about 11:15 & turned in right away.

2/20/43 SATURDAY:

Up at 7:00 - didn't bother shaving - took a cab over to the home. Found Mary & the kids up & stirring. Had breakfast & cleaned up a bit. Mary wanted the car so she drove me down to the office about 9:00. Worked some with Bill & Frank on the lesson material. Had lunch with Bill at the cafeteria. He & myself worked on the lesson material some this afternoon. I stopped over to see Bill Levine about lining up a man or two to be trained in a T.M.T. Institute & to be used as a Job Method trainer. Had quite a chat with Bill but didn't get far - he told me they were short of good men too & that he had the same problem that I had only more of them. I have little hope of getting a man from the plants, Bill

was very nice about it ^{however.} Mary stopped by
 the school & picked me up about 4:00. He
 had Pearl with her. We drove down town &
 I got my suit at Pisoni. Then drove up home.
 The seat for the back of the bicycle came from
 Swartz, to-day & is just what we wanted.
 After I got the things all out of the car & un-
 packed I drove up to Snover. Mrs. Snover had
 the bottom for my bookcase all made - it sure
 looked good. I had planned to bring it home, but
 Mrs. Snover suggested I stain it - he gave me some
 stain & I brushed it on. Came home & after
 dinner I set up my camera & lights - took
 pictures of the entire family by the fireplace.
 Had Lois come over from next door to
 map the camera. I brought 2 Number 4
 Flood lights home from the school so I had
 plenty of light. Also took a picture of Mary Lou
 in bed & one of Babe & Mary Lou saying their
 prayers. Helped Mary with the dishes and
 then took a couple pictures of the kitchen.
 Did some reading & went to bed
 about 11:00. Boy was I tired after yard-
 ing two nights on the train - I still
 can't get a good night's sleep on the rollers.

2/21/43 SUNDAY:

Got up at 8:30. Had breakfast and about 10:15 drove down to the office. Bill & Frank came in about 11:20 to work on the lesson material. Bill & I had lunch at the cafeteria. This afternoon Mary came in to type the lesson material. We got two sections on wood-working edited & off to Washington. Cliff Mitchell worked all day on the illustrations so we had a lot of them to send too. Bill had arranged to have them sent from Binghamton by truck to Washington to-night. I came home at 4:00. Stopped up to Movers & brought home the bottom for my book case. Mr. Mover came down with me & helped me carry it in & also fitted the book case on top of it. He took the dimensions for a table for my enlarger, which he is going to build. Mary & I took the ashes out before supper. Barbara said Mr. Peterson called while we were out, so I called back & learned that Winnie & Jack were up & that they were coming over to-night. They came over about 8:00. Jack & Winnie had come up last night on the bus, said it was terribly crowded. Had a very enjoyable evening. Mr. & Mrs. Peterson had

seen the slides taken at Betty's wedding so I projected them & also showed the ones taken a Christmas time. Left about 11:15 - To bed about 11:30.

2/22/43

MONDAY:

Got up about 8:00 - drove down to the office at 9:00. Had a tooth bothering me so about 11:30 I drove down town. Left my car at Howard Meekers to be washed & then walked down to Glen Watts' office. He said one of the fillings he had put in was high & that it was hitting it when I closed my mouth. He filed it down & it seems to have been better since. Got some things at the hardware store & about 12:45 I got my car & drove out home. It was a beautiful day, just like spring. Mary went to a party at Evie Piatts this afternoon so after I had lunch I drove her over to Piatts. Gave her the keys so she could get the car at the parking lot when she wanted to go home. At 4:00 this afternoon Mar Almon put on his first session of J. M. I. for a group of our Supervisor. Sam Morse of the T. W. I.

office in Binghamton came down to sit in
 on the session. I sat in on the whole
 session from 4:00 to 6:00. Mac did a
 good job & it seemed to go over well. Sam
 seemed to be pleased with the session too.
 Had a short talk with Bill about the
 lesson material - he isn't satisfied with
 Frank Le Baron's work either. I guess I'm
 going to have to do something about
 getting someone to replace him. Got a
 ride home with Mac Almon at 6:30.
 After dinner to-night I put the catches
 on the new wardrobe that we just got for the
 kitchen. Then Mary helped me hang the train
 platform on the cellar ceiling. We also
 assembled the new basket seat on the
 back of Mary's bicycle. After that we changed
 the furniture in the study took the things
 out of the highboy & put them in the new
 book case that Mr. Brown built for me. We
 put the highboy back in the guest room. Had
 to leave the car out to-night, one nut in the
 drive is in bad shape & Hoffman didn't get it
 fixed to-day. Listened to Pres. Roosevelt at 10:30.
 Gave a typical Washington Day talk.
 To-bed at 11:15

2/23/43 TUESDAY:

Drove down to the office at 8:30. Went over to see Sam Fenox & told him about Frank Le Baron's dissatisfaction with his job on the lesson material. Sam agreed he would take Frank back if we wanted to release him. I told Sam we would have to wait until we had someone else lined up to take over. Went down to see Cy McElwain about getting Ed Barber to help Frank on the lesson material. He called Gavin Cullen & arranged to have Ed loaned to us for the balance of the week. Went over to talk with Gavin & also explain briefly to Ed. what the job was. Gavin walked back to the school ~~the~~ ~~the~~ with me at 9:30 as he had to attend the J.M.T. session. I sat in on the session - Sam More was also down from Binghamton to sit in on the session. Bill Lewis and Jimmy Johnston ~~were~~ in the group and I was surprised to find that they ~~seemed~~ were apparently very much enthused about it. The reaction to J.M.T. from the entire group was very good. Mac really did an excellent job - even better than

Yesterday, Sam had lunch with me at the cafeteria. At 1:30 Ed Barber came over - Bill & I got him started on the lesson material & I hope Ed will be able to give us a real lift on it this week. Sent some more material to Miss Van Der Water to-day. Max had his 3rd J.M.T. session this afternoon. He reported, the reaction on the part of the group was the poorest of the three. Came home at 6:00. To-night Mary & I drove down town & went to the Civic Forum to hear Carlton Smith talk on "What after Hitler". We got there early so we took a walk down Washington Ave. We parked in front of the Hotel Frederick, met Dancer Bibby & he bided us about being on our way to the movies. I enjoyed the talk. Mary & I stopped in for a sundae before returning home. Met Davis of the Lions Club & drove him home on Bayfield Ave. He told us we could park in his drive any time we cared to use it. He isn't using his car now. Got home about 10:00. Didn't drive the car into the garage. They came to-day & put it under in the drive but the wheels sink right thru them & I was afraid I would get stuck if I ventured to go. To-bed 10:45.

2/24/43 WEDNESDAY:

Drove down to the office at 8:30. Sat in on the preman meeting at 10:30. Dick Frederick Jr. gave a demonstration of the various types of fire extinguishers used in the plant. I thought it was a very good demonstration & I certainly learned a lot about fire extinguishers. Had lunch at the Cafeteria with Bill & Frank. I received a letter from Miss Van Der Water this morning giving a rather detailed report on the first part of the lesson material on "Fundamentals of Shop Work." I prepared a long letter in answer ~~to~~ to her letter and also sent her two more sections on woodworking. Mr. Olson got back to-day from his weeks trip with the lady from Brazil. Ruth Leach and Senhora D'Pranjo arrived at the school this afternoon. I saw Dwayne about the middle of the afternoon - he was literally buried in work, having been away for a week. Had several important matters to cover with him - one of course being that of Bill's situation - Dwayne had been

in contact with Kirk by phone and it looks as though it will have to be curtains for Bill. I told Dwayne that Bill had said ^{or Mary} he would do anything that was wanted if it would mean that he could stay on. Dwayne advanced a possible solution in having someone appointed to replace Bill but not to be given any title, suggesting that I take charge as the Supervisor of all Factory Training. That sounds OK on the surface but I'm wondering how it would work out. At 5:00 I sat in ^{on} the 2nd session of J.M.T. which Mac conducted. Hank Jamieson & Bert Kintner put on demonstration. Hank wasn't at all prepared but Mac helped him thru it. Bert did a pretty good job. I had to leave at 6:20 to go down to the Hotel to Lion's Club. I had Charlie Johnston as my guest to - night. He had given talks at the Jr. High & High Schools for me this week or night saving a night conversation. Our speaker to - night was Rev. Mathias who gave a very inspirational talk on brotherhood. After the meeting I returned to the office and called

Mary - Then went over to the plant to see Bert Gintner. Had a long talk with him & got some ideas for problem cases to be used in our foremen meetings. Also discussed J.M.T. with him. Had a talk with Bill Evans who is now on the 2nd shift. Bill told me Mac Keger put on a demonstration at the J.M.T. session after I left & that he snuffed the whole thing - put on an old job instead of a new one. I guess he had Mac ^{Almon} sort of on the spot. I was quite peeved about it - am anxious to see Mac Almon in the morning. Got home about 10:30 - Read prayer & went to bed about 11:30.

2/25/43 Thursday:

Drove down to work at 8:30. At 9:30 I sat in the 2nd session of Job Methods Training. It was the group in which Mr. Lewis is a member. He was there & both Mac & I were more than glad he was, for the three ~~of~~ ^{agencies} who put on demonstration did an excellent job. They were Homer Bosterman, Mac Keger & Owen Cullen. I could see that Bill

Lewis was really pleased too. He sure
 is sold on J.M.T. Drove down town at
 12:00 & got a hair cut. Had lunch at the
 cafeteria with Bill when I came back. Looked
 over some of Ed Barber's material he had
 written on the preinduction training material.
 He is doing a good job. Bill & I spent some
 time with Arton this afternoon going over the
 various requests we have received for our
 lesson material the past month. Arton is
 trying to get a definite policy established
 as to whether or not we are to give this
 material away. Right now we don't know what
 to do. At 2:00 I sat in another session
 of J.M.T. saw Bob Carman put on a demon-
 stration. He did a fairly good job. Sam
 Morse was down to sit in on the session.
 Had quite a talk with Sam after the session.
 At 4:30 I drove over to Vaughn's store in
 Union & bought a hat also had my
 Stetson sent back to be cleaned. Told
 Valla this afternoon that I was giving her
 an increase starting Saturday - her
 rate will be increased from 70¢ to 80¢ per hr.
 Gave her the usual pep talk - she really
 is doing a good job. Came home at 6:00 -

stopped a broom & got the table Mr. Moore had made for me. It will be made to order. This evening I put it in my study & installed the wiring for my dark room. Mary showed me our rationing book the evening which she had gotten at the Hopper School this afternoon. There is a book for each member of the family - we each have 48 points to spend by April 20. A can of soup cost 8 points so that gives you some idea of how much canned food we can have. Got a slide film back to-day & the picture turned out well. To-bed 11:00.

2/26/43 FRIDAY:

Mary wanted the car to-day so I walked down to Waton Blaw. to get the bus at 8:00. Clem came along and picked me up just before I got to the bus so again I missed getting a bus ride. Clem told me that I was to get my twin with Senhora D'Araujo to-day so all morning I was expecting a call to go upstairs & give her a song & dance on our Factory School

Program. Clem sure has made a lot of
 fun about his tour with the Senhora &
 Artor. As it turned out I wasn't called
 until after lunch. Spent most of the
 afternoon talking with Senhora D'ARAUJO
 about our factory training activities; Had
 Bill come up to Artor's office to meet her.
 At 4:00 I had her sit in on one of our
 Blueprint Reading classes. There was a
 movie shown which pleased her quite
 a bit. "Behind the Shop Drawing". At 4:45
 Mrs. Clemmon met the Senhora to take
 her to the rationing board - she wants to
 get a pair of shoes while she is in
 america. At 5:00 I helped Wjac get the
 supervisors lined up for the J.M.T. session.
 I had arranged to had Tobey take a picture
 at 5:30 so I wanted to have the group
 all together. The War Production Board
 was having a meeting at 4:45 to which a
 number of the supervisors went. However
 I managed to get them all rounded up for
 the picture at 5:30 - in fact Bill Lewis
 also came in to attend the session.
 I sat in on the session & it was
 really discussing no one had a job

ready to demonstrate. Frank Ayer put on a disgraceful demonstration & after some coaching Bob MacGregor put on one that was just as bad. Neither had been broken down or actually prepared. I felt sorry for Mac - the boys had actually let him down. I was glad Lewis was there however to observe the whole thing. Mac gave the boys quite a talking to - told them it was the first time in all his experience that a group had let him down. After talking himself out he asked me whether I had anything to say - I was so wrought up over the whole thing I was really afraid I might say something I shouldn't - however since Mac asked me I did say a few words. - Told them about the fine demonstrations we had in the previous group & challenged them to do as well saying I knew they had the wherewith-all to do the same type of job. Lewis also spoke to them telling them how disappointed he was in the session - he said if they didn't bring in jobs & put on a demonstration the sessions might just as well be called off.

I also had a talk with Mac Gregor after the meeting, & told him how disappointed I was in him in as much as I had looked to him to be the one to put on an outstanding demonstration. Mac's excuse was that he had been too busy & as for the breakdown he didn't understand that it was necessary to bring one in with the job. There was no reason for this in as much as Mac Almon had been more explicit about the whole thing. I do hope this session has jared the group up a bit & that they will produce from this point on. Mac had to call the session at 6:40 as there were no more demonstrations ready. Got a ride home with Mac. He felt pretty bad about the whole thing. It was quite icy so I gave up the idea of going back to the school. Called Bill & found he would be there to check on the Foreman group to see that the Dick Frederick Jr. was all set up for his demonstration of fire extinguisher. Did some reading and to-bed 11:00.

2/27/43 SATURDAY:

Drove down to the office at 8:30. Went over to the personnel dept. to see Eleanor Swine. She had called me to talk over a new program she has in training a group of 15 women to be prelaties. Sounds like a well program & she wants me to help on the training part of it. Saw Jim Stern & told him I was glad to see him back - he's back from Poughkeepsie ~~to~~ to stay - going to head up a new oridance production program. Kided him about having heard how all the girls in his department cried when they heard he was leaving. Went over to see Bill Lwin - I called Nfac Almon over as I wanted to discuss the possibility of a new location for the Job Training Center. Bill was quite concerned about the attitude of the Supervisor in the J.M.T. session which he sat in on last evening. I told him I was sorry that he had to see such a demonstration of lack of cooperation & initiative but believed on the other hand that it was perhaps a good thing he did see it. Told him that if it had been a group of high

school kids I could have excused them,
 but from a group of our top supervision
 I just could not justify an excuse. Bill
 said he had also heard about the previous
 meeting of the same group & was especially
 interested in knowing what Mac Gregor's
 attitude was. Of course he had seen the
 poor job Mac put on at the session last
 evening & thought Mac had entirely the wrong
 attitude. Mac Almon & I didn't get anywhere
 on the training center set-up - was told
 we had to wait until later to see what the
 space situation will be after more of the
 equipment is in. Had the people who were
 working on the preinduction lesson material
 stay to work this afternoon. Had lunch at
 1:00 in the cafeteria with Dwayne & Clemmons.
 Dwayne had been over to see Kirk this
 morning and the final decision reached on
 Robbie. He told me it was certain for
 both Robbie & Mary and that we would
 have to handle it right away. I told
 Dwayne about Mac Almon reporting to
 me the situation which had developed in
 the case of Vi Humway his secretary. Al
 soon had called Mac over & told him

That the F.B.I. were investigating her as being
 a Nazi sympathizer. I couldn't believe it,
 but according to Max they have had 4 differ-
 ent reports to bear it out. We expect that
 it may be just misinterpretation of some thing
 she may have said - however we expect to
 keep close tabs on what she does & says on
 the job from now on. I got a big kick out
 of hearing Arton tell Clem & I about his
 talk with Kirk - it seems that he & Kirk got
 going hot & heavy on several subjects - for one
 thing Kirk told Dwayne that he was out
 of town too much & Dwayne reminded him
 that he had only been out of town when
 Mr. Watson sent him so his record was
 absolutely clean on that score. Dwayne isn't
 afraid to talk right back to Charlie and he
 also talks just as loud as Charlie. He said
 Bibby & Barton were in Kirk's office and they
 got a big kick out of hearing the discussion.
 No one really got angry of course. - When
 we got back to the school Dwayne asked
 me to bring Robbie up to his office - it
 was a job I hated to do for I knew it
 meant the end for Robbie. Dwayne made
 it short & sweet - asked Bill for his resign-

nation and told him Kirk had absolutely
 turned down the proposal for a transfer
 to the Service Dept. This I believe took the
 heart right out of Bill, for he was banking
 on that as an out. He sure looked down
 hearted. Wanted to see Kirk so Duwayne & I
 went over to Kirk's office with him. Kirk
 simply said that he thought the action
 which had been taken was the best thing for
 Bill, the girl, his wife, the baby & I.B.M.
 Robbie asked whether he, Kirk, would have any
 objection if he went to see Les Turney about
 a job in the Customer Engineering Dept. Kirk
 said no he would have no objection if
 Turney gave him a job. Bill said Thank you
 & that was all there was to it. I took Bill
 into Van's Office when I got back to the school
 & told him how sorry I was it had to happen.
 Duwayne stopped in & said his last few
 words to Bill & wished him the best of luck.
 He asked me to bring Mary up to his office -
 this was another job I hated to do for I
 was sure Mary would take it pretty hard.
 Sure enough she did, for she broke down
 and cried almost right away - said she blamed
 herself for causing all the trouble for Bill

and that she felt like running away. Arton turned daddy and gave some real advice. Told Mary that she shouldn't lead Bill now for he would need her more than ever. Mary said she thought that if she did run away that Bill & Peg might get together again. Dwayne advised her to forget that idea completely. ~~that they wouldn't let that I was~~ a bit surprised by some of the statements made by Dwayne while he was giving advice. Dwayne had to give Mary his pocket handkerchief and I guess it was nearly soaked with tears after the session was over. Mary is to send in her resignation to-day or Monday. I sure felt sorry for her, but I'm glad to get her out of the department which is more than I can say about Bill. Spent the rest of the afternoon going over some of the work with Bill to get familiar with the status of some of the projects which are in process. Both he & Mary continued to help get out the 5 sections on "Fundamentals of Shop Work" which we had planned to send to Science Service this afternoon. I thought that was most considerate of them. Frank, Ed, Barber,

Valla & Cliff Mitchell all stayed this afternoon to work on it. Bill took the package over to the shipping dept about 5:15. I spent the last half hour talking to Bill & Mary. Mary told me she hated to go home and tell her mother & father. I learned her father had just gotten a job with I.B.M. Bill plans to see Turney Monday and promised to keep in touch with me. They left the school at 5:40 and I felt pretty badly when Bill shook my hands and said good by - also when Mary whispered good by. Wished them the best of luck & and I must admit one small tear came in my eye as I watched them leave. I had quite a talk with Ed Barber before he left - tried to feel him out about the possibility of a job in our educational dept. Ed has done a good job this week on the lesson material. I was glad to find that he seemed to be quite interested in the idea & I believe I shall follow it up. Bill had advised getting Paul Manierie if it was possible but since Paul more or less turned us down when we tried to get him before I can't help but feel that it might be wrong to approach him again. Called Mary & came home

at 6:15. After dinner Mary & I drove over to
 Binghamton to see a movie. We saw Gordon
 Hawcutt - met Dr. Leon & Alf Malow and their
 wife on our way into the theater. Sat with
 them & after the show we all walked down
 to the Boston Restaurant. Had a real nice visit
 with them. Got home about 11:00. Read
 the paper & to bed at 12:15.

2/28/43

SUNDAY:

A very changeable day - all kinds of
 weather. Had several snow flurries this
 afternoon. Got up about 9:00. About 11:30
 I drove down town to get my tires in-
 spected as to-day ~~is~~ was the last day for
 those holding C gasoline rationing cards. Most
 of the garages were close - had to drive over
 to the Bridge St. Garage. This afternoon I
 spent in my study working on some
 things I brought home from the office. I
 will have a busy week getting the loose
 ends brought to gether - having two
 people step out of a dept. at one time
 certainly doesn't help your training pro-
 gram any. About 5:30 I went up to
 see Mr. Snow & had him fix up two of

the door on the cabinet in the kitchen. He also made me a base for my foot switch for my enlarger. Spent the evening here in my study on some more work for the office. I sure expect a big day to-morrow. Listened to the radio for awhile & to bed at 10:30

MARCH

3/1/43 MONDAY:

Got up early & drove down to work at 7:00 - had breakfast at the cafeteria. It sure was a busy day about the school what with a new customer school starting and also a new girls school starting this morning. It was especially busy for me what with both Bill and Mary leaving the department. I moved over into Bill's office. About 9:30 I got the office staff together & told them about Bill & Mary leaving the company - didn't go into any detail on the matter - stating that I believed they knew the reasons, however if anyone had any question I would be glad to talk with them separately. Also gave them a little pep talk on keeping up the work of the dept. - Sam Morse stopped in to sit in on the J.M.T. session at 9:30 but it had to be cancelled due to Mr. Lewis & Mr. Johnston not being able to attend. Sam told me about a new scheme of his to start a training program for training directors. I'm afraid he is starting something he can't finish. Went over to see Dwight

Robinson & Eleanor Irvine about the re-
 moval notices on Robbie & Mary. Dwight
 was quite surprised to hear it. Had lunch
 at the cafeteria. This afternoon I saw Dwight
 & discussed the situation with Ed Barber
 on getting him transferred to the Educational
 Dept. Had a meeting at 5:00 of the chair-
 men to conduct the freshmen conference this
 week. About 6:00 I went over to see Cy
 McElwain about Ed Barber. He seemed most
 reluctant to give any approval but was
 very nice about the whole situation. Made
 a number of suggestions and also intimated
 it would probably be possible to get Ed.
 Had dinner at the B-B Restaurant on North St.
 at about 7:30. This evening I moved my
 things over into the desk in Robbie's old
 office. Alf Walmor stopped in & I had
 a long chat with him. Told him about my
 search for a man for the dept. He suggested
 Clarence Manning & I believe he certainly would
 make a swell man for the job. Came home
 about 9:40. It sure was a long day. -
 Mary & I made out the income tax form again to-
 night - saved ourselves about \$67.00. We had the
 salary too high - I got my statement of earnings for

1942 & found it was lower than I had given on the income tax form. Looked at the paper - to bed 12:00

3/2/43 TUESDAY:

Rode down to the office with Clem this morning at 8:20. Had a very busy day. Went over to see Edwin Cullen about getting Ed Barber - Edwin doesn't want to see him go but didn't say no - wanted me to look further, which is what I intended to do. I saw Dwayne this morning and had quite a talk with him about getting Clarence Manning - he likes the idea & promised to see McDowell - he happened to run into Wally at lunch & spoke to him about it. Dwayne called me after lunch & suggested I get in touch with McDowell - I called him & he said he would try to talk to Clarence this afternoon. I interviewed a Miss Florence that Eleanor Swine sent over to be a draftsman. I wasn't too much impressed & after Ray Jarvis reminded me of Joe Shackelford who has had some art training, I realized we probably had a better candidate right in our

dept. I called her in & asked her how
 she would like that type I work & she
 seemed crazy for the opportunity so I have
 arranged to have her start it to-morrow.
 A Mr. Burton of the Rochester Ordnance Div. stopped
 in after lunch & I showed him thru the school.
 At 2:30 had a J.M.T. session - I sat in on
 part of it - some very good demonstrations.
 There was another one at 5:00 to 7:00. I asked
 Bill Lewis to be sure to attend it & was
 pleased he did, for the night supervisor sure
 redressed themselves for the very poor job
 they did before. There were 3 excellent demon-
 strations put on & Bill saw them all. I
 was so busy I was just hopping from one
 thing to another all day. Broiled a sand-
 witch & some milk for supper ate in my
 office. Had quite a nice chat with Paul
 Mansie - he said he knew all about Bill - even
 told me some things I didn't know - I
 learned from Dwight Robinson that Fred
 Rant & a girl in Ed. Bragg's dept. were
 released to-day for the same reason as
 Robie. ~~Mr~~ Mary & Mrs. Burton came down
 to the school at 7:30 to see the free
 movies - I was terribly disappointed in the

turn out - there were only about 15 people there to see them. If we can't get more people out than that I'm going to discontinue showing them. Charlie Cheney suggested we have it announced over the P.A. system in the plant at the end of the day shift. After the show started I came back to the office ~~as~~ as I had seen the movies. Mary & Mrs. Arton came down after the office after the show. We waited until 9:00 when Pat Paterson & Matty Matherson brought down a film on shots & their manufacture to be previewed. Mary & Mrs. Arton saw the film - it was very good. Left the school about 10:00. Was snowing quite hard to night. Took Mrs. Arton home & then came on home. Had a sandwich as I didn't have much supper.

3/3/43 WEDNESDAY:

Was surprised to see the ground covered again with about 5" of snow this morning. It had snowed most all night & was still snowing. And I thought spring was here. Drove down to the office at 7:45. Got things set up for our foreman con-

present at 8:30. It was our first session
 on actual case problems & Eddie Cook ^{did} ~~was~~
 a swell job as chairman. Jimmy Johnston
 came over to the meeting & I was glad he
 did, for the discussion was good. Had a
 chat with Jimmy after the session - he was
 pleased with it and gave me some sug-
 gestions as to how to carry it on. Also
 asked me whether I was seeing that these
 programs are being carried into our other
 plants. I told him I been around to all
 of them & that I was working on that problem.
 Had Ray Jarvis in on the second conference
 at 10:30. I called Geo. Daly & went over
 to see him about Clarence Manning. Had
 a long talk with him - it's amazing how
 essential a man becomes when you ask
 to have him transferred - Geo. seemed
 more reluctant to have him transferred, but
 seemed very reasonable about the whole sit-
 uation. I believe if Clarence can be interested
 in the job we can get him. Had lunch
 at the cafeteria. Learned this afternoon from
 Dwayne that Robbie had been back to
 see him. Turney wouldn't give him a job -
 Bill had reversed himself on the whole

matter, said he had given Mary up & was going back to Peg. He had seen Peg in N. Y. C. so she is back from Florida. Told Dwayne that had he been able to see Peg last week the whole thing could have been straightened up. He wanted to see Kirk and had an appointment to see him at 5:15. Dwayne thinks he may have a chance thru Kirk to get into the service dept. Clarence Manning stopped over to see me this afternoon - I told him of the job I had for him. He seemed only lukewarm about the whole idea and what disturbed me most he said he didn't like to prepare lesson material & that is actually a big part of the job. He is going to see me again tomorrow morning, at 5:15. Dwayne had Clem, Van & I up to his office. Bob Edwards went over the set-up on the distribution of the school overhead. We had to redistribute the expenses to bring the plan up to date. I sent out 2 mac sections & 11 illustrations on "Fundamentals of Shop Work" to Science Service this afternoon. At 6:20 I loaded up the 16 m.m. sound projector & took it down to the Hotel. Showed

(Barbara took her first piano lesson to-day)
 The school film to the Lion's Club. Came
 back to the Office about 8:45. Ray was still
 there - had a talk with him about his
 going into the Navy. He is trying to get
 a commission - taking an exam in Rochester
 next Monday. I thought I could interest
 Ray in giving it up - but when I learned
 he felt he would be drafted anyway & that
 he believed the proper thing for him to do
 was to try for a commission I didn't force
 the issue. But I sure would miss Ray if
 he was to leave soon. Came home about
 9:45. Read paper - to-bed 11:00.

3/4/43 THURSDAY:

Got up at 7:30 - the car was
 out of gas, had just enough to get
 out of the drive. Let the car coast down
 the hill hoping it would start but had
 no luck. Walked back up the hill - it
 was 10° below zero this morning so it
 was a cold walk. Called Clem & also
 Orton but they had both gone to work.
 Called a cab & got to work about 9:15.
 Another busy day - sat in on the foreman
 conference at 10:30, Bob Venner was the

chairman. It was a good meeting - the
 case problems are proving to be the
 most interesting material for these meetings.
 Called Clarence Manning - he came over to
 my office at 11:30. I was sorry to learn
 that Clarence had decided not to make the
 change. Said he liked his work in the
 lab & didn't want to make a change.
 Then took Clarence up to meet Mr.
 Arton as I wanted him to know who
 I had been considering for the job. Mr.
 Arton called me up to the office at 9:30
 to meet Mrs. Roberts who is interested
 in teaching home economics for us. She
 seemed to be quite a capable person &
 I believe could do a good job for us,
 however I'm not sure we want to
 start a course right now. Went over
 to see Dwight Robinson at noon to
 see if he could help me getting some one
 lined up for the job. We had lunch to-
 gether at the cafeteria. The enrollment
 cards for our spring term are coming in
 fast - we start our new term Monday.
 Ray stayed at the school with me
 this evening & we made out the Factory

School schedule for the spring term. Ray had come in for a 5:00 o'clock class this morning so it was a long day for him. We got finished up by 9:30. Ray drove me home on his way to Binghamton. Read the paper To-bed at 11:15.

3/5/43 FRIDAY:

Clem called this morning so I rode down to the office with him at 8:00. Sat in on the foreman's conference at 8:30. Red Wakefield was the chairman. Mr. Johnston came over & attended the meeting. It was a fairly good session. Jimmy stayed at 9:30 for the Supervisor's session on J.M.T. I tried to get Bill Lewis & Cy McElwain over & they were on their way over when Bibby called them. Then Jimmy was called over to Mr. Kirk's office so my plans were all up set. I had wanted to have a picture taken of the group but had to give it up. Clem sat in on the J.M.T. session. Walter Blake & Dick Frederick Jr put on demonstrations. Had lunch at cafeteria. ~~At 2:00~~ Mr. Arton came down to the office this morning & told me the good news

that my increase had gone thru & that it was retroactive to Feb. 17. I was sure glad to hear that, for I had been waiting for it a long time. Les Turney was working with Van Gordon all day. I had a nice talk with him this noon. He told me about his interview with Robbie. Said he couldn't justify giving Bill a job in the field. He thought Bill had been given a chance to correct things but that he was at ~~that~~ fault in not taking heed of his warning. He didn't seem to have any sympathy for Bill. At 2:00 Eleanor Irvine called me over to the Personnel Dept. to interview Mrs. Giordan for a job in our dept. I was very much impressed with her. Gave her a short test & she did very well on taking short hand and typing. Also took her over to the school & showed her the place she would work. Everything was satisfactory so I hired her & she is to start Monday morning. At 4:00 I sat in on the instructor conference for the 2nd. shift instructors. Ray put on a demonstration of all of the visual aid equipment

which we have. It was an excellent session. Ray & I ate our sandwiches in my office at 5:30 & discussed business along with it. At 6:20 I attended the instructor conference for the day shift instructor. Bert Umhauer conducted the discussion on Individual Differences in connection with students. Mike Sapa was there & it was a very good discussion. At 8:00 I sat in on the foreman conference for the 2nd shift foremen. They discussed personal case problems. Jim McFall led the session. Bert Kintner had called & told me he thought I had picked a weak man & I'll have to admit Jim did a poor job. He was as nervous as a cat, but he got through it OK. I had to help him in a few spots. He tried to talk too much - didn't give the boys a chance to open up. After the meeting Ray Jawin & I got to-gether & lined up some instructors for the classes starting next week. Had quite a job locating men who could do the job. Boy! What a day of meetings! Ray brought me home at 10:30. Read the paper - some eats & to bed 12:00.

3/6/43

SATURDAY.

Couldn't start the car this morning. Dirt in the gas line or water frozen in the gas line. Tried a number of times & then gave up. A very windy & cold morning. Called a cab & finally got to the office about 9:10. Called Eddie at the Buick Garage & had him ^{send} a man up to get my car. At 9:30 Mr. Almon had the last session of J.M.T. for the group of supervisors in which Mrs. Johnston & Bill Lewis are included. I was able to get the whole group to gether this morning so we took the picture we tried to take yesterday. I arranged with Bob Edwards this morning to have my office changed around so it will look like something. Van's secretary is to be moved out & the new girl Mrs. Pearson is to be my ~~my~~ secretary & have a desk the other side of the office. Previewed the film "The Power of a Minute" - sound slide film & is damn good. Had lunch at cafeteria with Ray Jawn & Charlie Cheney. Ray, ~~Charlie~~, Cliff & Frank LaBaron worked this afternoon. We got out a couple sections of the book on "Fundamentals of Shop Work" and about 10

illustrations. Just made the dead line, I had to take them over to the shipping room at 5:30. Eddie sent my car over at 5:00 & I drove the man back to the garage. It has been a terrible day - snow & sleet all day long. At 6:00 I went over to Bldg. #1 to see Frank Ayer. He introduced me to Lawrence O'Brien who I wanted to contact in connection with Teaching Spelling Practice. He looked O.K. to me & I was able to interest him in taking the class. However I'm stuck for a typing instructor from the 2nd. shift. Frank couldn't give me any help. The only prospect was Jona Morris & he has told me his wife don't want him to take it. Came home at 6:30. It was such a bad night I was glad we had given up the idea of going out. After reading the paper & having some supper I set up my photography equipment for printing & made my first pictures since we moved in the home. The set-up proved to be very convenient & I hope I shall have time to use it once in awhile, for I have a lot of pictures to be printed. To-bed 11:00.

3/7/43 SUNDAY:

Got up about 8:15. A very cold windy day - stayed in all day - did some reading and spent most of the day on work which I brought home from the office. I enjoyed being home with the family. I was at the office so much last week I hardly had time to see them. Spent this evening preparing some case problems for our foreman conference. Did some reading - Took a bath & to-bed at 11:00.

3/8/43 MONDAY:

Got up about 7:00 - Drove down to the office at 8:00 - Clem rode down with me. Bob Edwards was busy at having the offices changed around. Found him moving Ray Jawor's desk across the hall. He hadn't spoken to either Ray or I about it so I was pretty sore. I stopped the whole move & when Arton came in Bob & I talked to him about it & arranged to have the draftsmen moved out of our factory school office instead. My new girl Mrs. Beardon came to work this morning. I started her as my secretary

& let Ray have Valla as his secretary. I
 still used Valla for dictation most all day
 as Ray was out to-day. Mrs. Reardon was
 quite slow on typing, but she isn't familiar
 with the electric machine & then too the
 machine was out of order this morning.
 It was a very busy day what with
 starting our new spring term. We have
 88 Factory School Classes a week which is
 the largest program we have ever had.
 At 12:00 I drove home for lunch - it was
 a very cold day & the roads were very icy
 so I advised Mary against taking the car
 this afternoon. Drove down to the post
 office before returning to the school. Saw
 Bibby this afternoon about our movie pro-
 gram. He tells me Mr. Russell will be up
 from N. Y. to-morrow. Charlie Kirk was operated
 on this morning - had a sist removed from
 the end of his spine. Daise told me he
 had come out of the operation in good shape.
 Had a couple of sandwiches for dinner &
 stayed at the office. Had a large group of
 classes starting at 6:20. - At 4:30 we
 had a faculty meeting which was more or
 less a farewell party for Senhora D'Arango.

Mr. Erton said a few nice words about her & then she said a few more than Erton about us. She did make some very significant statements such as our countries must look to education to net them closer to - gether. I always enjoy hearing her talk. At 8:00 I had arranged to have Ralph Allen record the speaker of the Effective Speaking class. It worked out well & I think the group really enjoyed it. I stopped over to see the outfit in the test room & watched them record. Saw Bert Kintner while I was in the plant & arranged for a leader of the foreman conference this week. He suggested Randall. Also spoke to Miss Livemore, Sec. Renolds secretary about taking the typing class as an instructor. She agreed she would. Also saw Cliff Burris & spoke to him about being a J. M. T. instructor. He thought he would like. Came home about 10:30. Gave Mr. Seely a ride to his home. Ray called about 11:00 - was just getting home from Rochester - said he would go in at 5:00 in the morning, so that relieved me. I was planning to go in myself. To-bed 11:30.

3/9/43 TUESDAY:

Got up late - drove down to the office about 2:30 - Mary went down with ^{me} as she wanted the car. Martha came over to help Mary to-day. I checked up on Oscar Sterling as a prospect to write lesson material. Checked on his personnel record with Dwight Robinson. Eddie Bray was out of town so I couldn't ^{go} Mary further with the case as I should speak to Eddie next as he is Oscar's supervisor. Ray came in early this morning to take care of the 5:00 o'clock classes so I had him go home at 10:00 & then come back again at 4:00 so he could help me with the classes to-night. Had a big day of Factory School Classes - 23 classes held to-day. I had Charlie take a picture of it to use in Business Machines. Also prepared an article for the local paper to-day. Had a few sandwiches & cookies at the school for dinner - Ray & I ate in my office - he grabbed himself a couple of sandwiches too. Had a very busy evening what with all the classes starting. Ray Randall came over to get all lined up on the material for the premen conference Friday Night. I have asked him to

be the chairman & he is sure taking his job seriously. Mary called & said she would like to go to the movie - so she went to the first show & then stopped by and picked me up about 9:30. Had some soup - read the papers & to bed at 11:30.

3/10/43 WEDNESDAY:

Drove down to the office at 8:30. ^{Training Director} Mr. Bradley of the Chicago Mail Order Company arrived about 9:00. Charlie Love sent him here from Chicago to get a picture of our Foreman Conference Program. At 9:30 I called Jimmy Johnston to come over to attend our foreman conference. I introduced him to Mr. Bradley & we all sat in on the foreman conference. Red Wakefield was chairman & I was sure pleased the way the boys opened up & discussed the case problems. We covered four cases & Jimmy Johnston got right into the discussion too. At 11:45 I took Mr. Bradley up to meet Mr. Aton arranged to go to lunch with him. Ray Jarvis went with us too & I drove them down to the Hotel Frederick. This afternoon I had

Ray cover our entire factory school program with Mr. Bradley. I had quite a talk with Mac Almon - showed him the article I had written on Job Methods Training for Hi-Lites. He thought I had gone too far by stating that some of the job improvements had shown increased production as much as 500%. Mac sort of got me thinking I had stuck my neck out so I called Dick Hodgins but it was too late to make a change. I hope Jimmy Johnston or Bill Lewis don't resent our publicizing the fact. Since it is a fact - I'm not going to worry about it. I had Mr. Bradley sit in on the Customer School for about an hour this afternoon. Bill Davidson gave the group of 2nd Lieutenants a 1-2-3-4 on the Alphabet Machine. He sure does a good job on it. We also sat in on the girls school for a short period. At 4:00 we sat in on one of the new Blueprint Reading classes. Heard Ray Jarvis give the talk on the slides on how a blueprint is made. At 6:15 I drove Mr. Bradley down to the Hotel - he was my guest at the Lion's Club. Had a humorous, Joe Anderson, talk - told a lot of jokes & stories - he was fairly good -

Then after that I showed a 1600' color film (movie) showing the Orange Bowl game played at Miami last New Year's Day between Alabama & Boston College. It was a good film. I had Ray bring the projector over after they used it in the 5:20 class at school. After the show Mr. Bradley & I returned the projector to the school. Drove Mr. Bradley up to the Homestead before coming home. — Read paper & to bed at 11:30.

3/11/43 Thursday:

Drove over to the Homestead at 8:00 this morning & got Mr. Bradley — then drove down to the office. We sat in on the foremen conference at 8:30. Mr. Johnston, and Mr. Lewis were both at the meeting. They brought with them Mr. Rose who is personnel director at our Rochester Plant. He told me after the meeting, that John Lohart had been made supervisor of training at Plant #3. I was sure surprised to hear that. The foremen conference was the best one yet — Mr. Lewis and Mr. Johnston certainly kept the ball rolling.

In fact at one time they even got disagreeing with each other. It sure was a good meeting. Had a nice chat with Mr. Lewis, Mr. Johnston & Mr. Rose after the meeting. They all spoke very well of the conference and Mr. Rose said he wanted me to start a program of the same type at Rochester. I told him I had planned to go to Rochester soon & would see him again at Plant #3. Mr. Bradley & I sat in on the 10:30 foreman meeting also. Bob Venner was chairman of both the 8:30 meeting & the 10:30 meeting. He did a very good job each time. However there was no one from top management there & it did make some difference in the nature of the discussion. I was glad of the opportunity to show Mr. Bradley the difference with no one from top management present. Bob Edwards had the office changed around this morning. Mark Glover - Van Gordon's secretary moved his desk out of my office & Mrs. Gordon's desk was moved over where Mark had his desk. I had the table put back in the office & the place really looks like something again. At least I think it looks more fitting to

the place our Factory Schools occupy in our Educational Dept. Had lunch at the cafeteria with Mr. Bradley. At 1:30 I arranged for Tom Davis to take him thru the plant. He spent about two hours with him. I got out some correspondence & caught up a bit on my work. Mr. Bradley got back about 3:30 & I spent the rest of the afternoon talking to him about our foreman training program etc. He also told me some very interesting things about their operations in the ^{Chicago} Mail Order Co. Of course, their work is quite different than ours. I arranged to have Mr. Bradley attend the customer banquet to-might. At 6:00 I drove him up to the Homestead & then came back home to shower & clean up a bit. Started back to the Homestead about 6:40 & the car stopped at the foot of the hill near the IBM barn. Seemed like it didn't get any gas - I believe there is dirt or water in the gas line. Jim Stone came along & gave me a ride up to the Homestead. It was a big party - a full dining room what with the System Service Girls & 29 Customer Engineers besides the 37 2nd Lieutenants who were graduating. Mr. Arton did his usual

elegant job in performing the duties of toast
 master. Daise Bibby spoke for the IBM &
 did an excellent job. I really enjoyed the
 meeting very much & was sorry Mary couldn't
 have been there with me. After the meeting
 Earl Heger drove me home. We stopped by
 the car & I tried to start it but had no
 luck. However I did let it coast back by
 the IBM barn where it would be out of the
 way. Got home about 10:00 - called Eddie Cook
 about being chairman of the meeting to-morrow
 morning he asked me to get someone else for
 the 8:30 meeting so I called Bob Venner & he
 agreed to take it. Read the paper - there was
 a nice story in the Bulletin & also the Press
 about our Spring Factory School Term. To bed
 11:30.

3/12/43 FRIDAY:

Mr. Bradley stopped by with a taxi
 & picked me up at 8:15 and I went down
 to the school with him. As soon as I
 got at the office I called & had Eddie
 send a man out to fix my car. At 9:30
 Mar Almon & I took Mr. Bradley over to the
 Bundy Bldg. where he sat in on a J.I.T.

session. It was conducted by Charlie Brozatis. Max & I left at 10:15 to come back to the school for the 10:30 Foremen Conference. Eddie Cook was chairman & somehow the meeting didn't seem as lively as the others had been. I was called out of the meeting at 11:00 to call operator 43 at Washington D.C. Found it was Miss Van de Water & that she would be able to get up next Wednesday to work with us on the book "Fundamentals of Shop Work." Said she & Dr. Zim were pleased with the work that had been done. Ray & I had lunch at the cafeteria with Mr. Bradley at 12:00. He got a cab at 12:30 and he left this afternoon for Chicago. I enjoyed his visit, but it sort of interfered with my work. Spent most of the afternoon in my office. Saw Mr. Olson & arranged to go to Rochester on Monday. Also saw Miss Irvine & told her how well Mrs. Gordon was working out as my secretary. She agreed I should raise her to 80¢ per hour right away. Ray & I ate supper in my office at 6:00. At 6:20 we attended to Instructor Con-

ference - Bert Houghton was the leader & it was a very good session. At 8:00 I sat in on the 2nd shift preman's conference. Harry Randall was the chairman - he was almost as nervous as Jim McFall ^{was} last week. He wanted me to read the cases so I agreed to help him by doing it. He did a fairly good job of leading the discussion. Called Mary about 9:15 & she drove down to get me. Said they had found a broken wire on the car which caused the trouble. However it was another \$3.00 bill. Did some work after I got home, read the paper & to-bed at 11:30.

3/13/43

SATURDAY: (A Beautiful Spring Day) Warm & bright.

Drove down to the office at 8:30. Spent most of the morning dictating reports etc. to Mrs. Gordon so she would have them to work on Monday while I'm away. About 10:00 I called Walter Uiler at the Rochester Plant and arranged to see him Monday Morning. Called Mary & told her to get things lined up to go with me. Mr. Barton called and asked me about a young man over on the

IBM firm attending, Factory School. He asked me to contact him. I spoke to Burton about having a piece of ground next to our house for a Victory Garden. He said it was O.K. so I guess we will have a V. Garden. Mary seems to be quite keen about this project. I got two checks this morning - they included the recent raise I received & also the amount making the raise retroactive to Feb. 17th. Came home at 12:30 for lunch. Mary had received our first three books from the "Book of the Month Club" this morning - "They were Expendable" - "The Seventh Cross" - & the book of Currier & Ives prints. I started reading "They were Expendable". Mary had Rose come this afternoon - I drove Mary down town she took a bus over to Binghamton. I got a hair cut while down town & then drove over to the office. Bob Edwards had most of the staff stay this afternoon to take inventory. I got some things ready to take to Rochester and at 5:15 I drove over to Binghamton - happened

to park in a parking lot right beside the Ortons. Dwayne was just getting the family together to leave. After Mary at Fowler at 6:00. We went to The Community Coffee Shop for dinner. Was surprised to see Mary Robinson waiting in line. She spoke to me - she was with her Mother & Father at least we thought they were her folks. Saw Mrs. Whittinger & Mrs. Sykes eating & spoke to them. We went to see Red Skelton in "Whistling Through Dixie". It was only a fair picture - I didn't care for it at all. Went down to the Boston for a soda after the picture. Got home about 10:20. - I read some more in the book "They were Expendable". It's very good. To-bed at 12:00.

3/14/43 SUNDAY:

Got up at 9:00. It was a beautiful spring day - a bit cool, but bright and clear. Washed my car this morning - that's a sure sign of spring. After dinner I got dressed - Mary & the kids got ready and I then drove them down town in

Endicott. Mary wanted to meet Mrs.
 Featherman & have her see the children.
 Mary had arranged to have her stay
 with Bob & Mary Lou to-morrow while
 we are in Rochester. Mary was very much
 pleased with her first impression of Mrs.
 Featherman. We drove on over to Sun-
 rise Terrace to call on Margaret & Jennie
 Johnson. They had asked us to come over.
 Had a nice visit with them. Got home
 about 5:20. Took Bob & Mary Lou for a
 walk up to Snover's. Mr. Snover came
 out to show us the bunny in the
 shop. Dutchess the bunny got mad at
 Barbara and bit her. Boy she sure
 was frightened! Came right home to
 get some peroxide on the bite. Finished
 reading "They were Expendable" to-night.
 At 9:30 I drove down to Endicott & got
 Mrs. Featherman. She stayed here to-
 night so we ^{could} get away early in the
 morning for Rochester. Turned in
 about 10:15 as we wanted to
 get up at 6:00 —

3/15/43 MONDAY:

Got up at 6:00. Mary & I had a dish of cereal & left about 6:45 for Rochester. It was still dark & we got into the rush of traffic of people going in to work. It seemed funny to see so many cars on the road, not being used to getting up at that hour. We stopped in Ithaca for breakfast. It turned out to be a nice day, but much of the road was badly broken up so we couldn't make much time. Got in Rochester about 10:30. Stopped at a gas station & called Elsie Robert. I drove Mary over to see Elsie - 305 Hurstbourne Rd. I also saw the twins, was surprised to find they looked so different. Of course they had grown a lot since I had last seen them. In fact I had never seen the little girl before. Left Mary at Elsie's & she planned to take a bus down town to go shopping. I arranged to meet her at the Sagamore at 5:30. Drove over to the plant and got there about 11:00. Spent about an hour talking with Walter Miles, Norm Collister & Johnny Lenthart on fireman training.

and Job Methods Training. I was very much pleased with their reaction to the whole idea. Learned that they were having foremen meetings every week on current topics but that no procedure was carried out to index or catalogue the information covered in these meetings. Mr. Viles liked the idea of our formulating a Foreman's Manual & agreed that they should do the same thing. I arranged with him to have John Leubart come down to Endicott next week to sit in on some of our Foremen Conference & also J.M.T. session. Walter & Norm took me to the cafeteria for lunch. We sat at a table with Mr. Campbell and a group of Plant 3 executives. I was surprised to meet John Skinner who used to be with I.B.M. He is in the Navy now & is doing some work at Plant #3 at the present time. Walter introduced me to Miss Anderson who operates the cafeteria. They are quite proud of their cafeteria at Rochester & rightly so, for it is a very nice set-up. Norm & Walter took me thru the plant & showed me much

of the new work they are getting set up
 on - building two small motors - both
 was contracts. About 2:30 John Leland
 took me over to their other plant or bldg.
 Showed me the room he uses for his
 J.I.T. sessions. Also showed me what is
 left of their Electromatic Assembly Line - it
 has been cut way down. I quite en-
 joyed talking with John & I believe he
 will be more cooperative to work with
 on the training program. He seems
 very much interested in it all & I
 believe has a wonderful opportunity. Left
 the plant about 3:30 & drove down to
 the Sagamore. Checked in & then walked
 over to Sibley's Dept. Store hoping I would
 run into Mary. Spent about an hour
 shopping around but the store was much
 too large to locate anyone. However I did
 run into Dick Stebbins who is now work-
 ing with the Rochester Ordnance Div. He told
 me Paul Robert had his office on the 12th
 floor of the bldg. we were in. I was sur-
 prised to learn that & since I had some
 time to kill I decided to go up to see
 him. Had to wait about 25 minutes.

Paul doesn't have much of a set-up. He was very busy when he did come in so I only stayed a few minutes. Met Mary in the lobby of the Sagamore at 5:15. Washed up a bit & then walked over to the Manhattan Restaurant for dinner. Then went to the early show - saw Jack Benny in "The Meanest Man In Town" - very funny. After the show we drove out to see Paul & Elsie. Had a nice long chat with them & brought them up to date on all the Endicott News. Got back to the hotel about 11:00 - Had a couple of drinks in the Cocktail Lounge before retiring. I was surprised to learn that Paul isn't very happy in his present job. He wants to go into active service with the Army. Of course Elsie doesn't like that. - Turned in about 11:45.

3/16/43 TUESDAY:

Got up at 6:30. Had breakfast at the Sagamore & left Rochester about 8:00. It was a terrible day - raining hard & it really let it down most all morning. However we made fairly good time.

Got home about 11:30. Miss Featherman
 wanted to go home so I took her home
 at 12:00. Had lunch at the cafeteria. Had
 a very busy afternoon. Was very much
 surprised to find among other things that
 Artur had gotten an O.K. from Bibby to
 raise the pay of our Factory School instructors
 to from 4:00 to 6:00 per 1 1/2 hour session.
 I had asked for 5:00 which had previously
 been turned down when Bill Robinson
 had taken it up with Bibby so I
 was really surprised when I saw the
 letter giving us an O.K. on 6:00. I dis-
 cussed it with Jarvin & decided it was
 too high - we talked with Artur & agreed
 to make 5:00 the base pay for 1 1/2 hours &
 6:00 the pay for a 2 hour class. This will
 work out much better I'm sure. Sam
 Morse called from the T.W.I. office. Mr.
 Sterling Mudge was there & I had a nice
 chat with him over the phone. Got a
 letter from Bill Robinson this afternoon.
 He wanted some Factory School Catalogue
 & Lesson Material which we sent him.
 At 4:30 I had Don Ross, Bert Umbauer,
 & Art Becker over to get them lined up

for the Foreman Conference this week. They are to be the chairmen. Came home at 6:00 & at 6:30 May & I drove over to Margaret & Jimmy Johnsons in Binghamton for dinner. Spent a very enjoyable evening with them. Jimmy has some very interesting tales to tell about his experience as a secret service man. He was in the Secret Service for 11 years & seems to get a big kick out of telling about it. Came home about 10:30 - read the paper & to bed about 12:00.

3/17/43 WEDNESDAY:

A rainy day. Drove down to the plant at 8:15. Miss Van de Water arrived on a bus with the Customer School from the Homestead about the same time. Frank Gibson & I spent most of the morning with her. I had Ray sit in on the 8:30 Foreman Meeting. I rushed home at 9:50 thru the rain & took a picture of Barbara and her Music Teacher, Miss Kott. Took a half film of movies of Barbara taking her music lesson. At 10:30 I sat in on the Foreman Meeting. Art Blecher was chairman & did a nice job.

At 12:00 I drove Miss Van de Water & Frank & Leon down to the Hotel for lunch. This afternoon I had Frank work with Miss Van de Water & I was not then busy on other matters. Called Eddie Bray about Oscar Kesting & he gave me a definite No on the matter of transferring Oscar to the Educational Dept. I wasn't too sure I wanted him so I wasn't too disappointed. At 6:00 I drove Miss Van de Water up to the Homestead - stopped back home for dinner & then about 7:00 returned to the office. Charlie Pennel came over to - night & took several pictures of places for me. I called Pete Quintana & arranged to have Johnie Given act as chairman of the Foreman's Meeting Friday Night. Called Johnie over to the office & got him all lined up for the job. Came home at 9:30. Read the paper & to bed at 11:00.

3/18/43 Thursday:

Drove to the Homestead at 8:00. got Miss Van de Water & then stopped back at the house for Mary. She rode down to the school & then took the car. At 10:30 I sat in on the foreman conference, Bill

Lewis came over & attended the session. I
 had a picture taken of the group. Had
 lunch at the cafeteria with Miss Van
 de Water. She spent the whole day with
 Frank & El Baron editing the text material
 on "Fundamentals of Shop Work". Arranged with
 Daise Bibby to have a premain meeting to-
 morrow to show the film "The Power of a
 Minute". Bibby called me over to his
 office this afternoon about the matter of
 increasing our instructor pay from \$4.00 to
 \$5.00 for a 1½ hour session. He asked me
 whether I thought it was right & I told
 him I had discussed this with Mr. Jaton
 & that we had agreed that it would be
 best to raise the pay to \$5.00 for the 1½ hr.
 session & \$6.00 for a 2 hr. session. ~~He~~
 Daise agreed this was O.K. & that we
 could put that into effect. At 4:30
 Ray Jansen left for home as he had come
 in at 5:00 this morning. He drove me
 up to the house so I could get my car.
 Took Miss Van de Water home for dinner
 at 6:00. Bob & Mary Lou were up to greet
 us. Mary had a swell steak dinner for
 us. Showed Miss Van de Water some more

and also some slides. Had a lovely evening. Was surprised to learn that Miss V. is quite a photographer - does her own enlarging etc. Showed her my dark room set-up. About 10:30 I drove her back to the Homestead. Turned in about 11:30.

3/19/43 FRIDAY:

Drove up to the ~~L.~~ Homestead & got Miss Van de Water before going to the office. Stopped back at the house and got Mary & then picked up Clem & gave him a ride down to the office. Let Clem & Miss Van de Water off at the school - I drove on over to Pisanis & left a suit to be pressed & stopped at gas station & got the car filled with gas. Then Mary dropped me off at the school & she took the car. It was a rainy morning. Ray sat in the 8:30 Foreman's meeting & I attended the 10:30 meeting. Managed to get Bill Lewis over at 11:00 to be in the picture of the group. I'm planning to write up a story of our Foreman Training Program for publication. Frank & Miss Van de Water spent all day editing the material on Fundamentals of Shop Work. This noon Frank, Miss V. & I walked down to the Hotel

Frederick with Clem for lunch. It had stopped
 raining & was just a nice walk. This after-
 noon Mr. Buckler arrived about 2:30. I met
 him first & took him up to Mr. Clemmons's
 office. Clem & I talked to him for a half
 hour or more. He had talked with Mr. Piton
 yesterday at Elmira, I believe, & Piton had
 called Clem giving him a good report. We are
 interviewing Mr. Buckler for the position of
 visual aids producer for IBM. Clem & I gave
 him a picture of our educational work & he
 told us about the work he had been doing at
 Chamute Field producing visual materials - both
 slide films & movies. We were both very favor-
 ably impressed. Showed him one of the
 movies (XYZ Coffee Co) that we use & I also
 showed him a few slides which we have
 on checking a cam to give him an idea of
 the visual material we use in our Factory
 School Classes. Clem & I laid out a schedule
 so as to cover everything with Mr. Buckley.
 & Tomorrow we plan to take him down
 to Syre to meet Mr. Kirk. Clem is to
 arrange to get the Cadillac. ~~Spent~~
~~some time at 52~~ At 5:00 we had the
 meeting of all the day shift foremen &

supervisors in room 202. Bill Lewis talked
 to them about increased cost for a few minutes
 & then I announced the film "The Power of
 a Minute". After showing this sound slide film
 we had them answer the question "Do you
 believe it would be advantageous to show this
 film to your employees?" I thought afterward
 it was foolish to do this - everyone answered
 yes & I'm afraid it gave the impression that
 we had asked them to see the film simply
 for that reason. Actually, I believe it was
 of some value to have the Foremen see it to
 give them a better appreciation of how important
 it is to make every minute count. After the
 Foreman's Meeting, I spent some time with Mr.
 Buchler in Van Borden's Office. Went into more
 detail on our Factory Training Program. Arranged
 to have Frank & Miss Van de Water stay at the
 Office this evening & attempt to finish the editing
 job. We all ate sandwiches & apples for ~~the~~
 dinner right in my office - had quite a bit
 of fun joking about it. Spent some time
 with Miss V. lining up pictures that are
 to be taken for the book - "Fundamentals of
 Shop Work". At 8:00 I sat in on the foreman's
 meeting for the 2nd shift. Johnny Given was

The chairman & did a fairly good job. We cut the discussion off at 8:50 & I showed them the sound slide film "The Power of a Minute". It was very well received. Called Mary at home & asked her to come down to get Mrs. Van de Water & me at 9:30. It was raining hard when we left the school. Drove Mrs. V. up to the Homestead & she planned to get a cab over to the station later. He & Frank got very nearly finished on the editing job, however there will be some additional work to be done later. Got home about 10:15. Boy what a day! I was dead tired.

3/20/43 SATURDAY:

Got up a bit late this morning - about 8:30 I drove down to Mrs. Congdon's in Endicott to get the colored girl Rose Lee Murray. Mary called me at the office yesterday & asked me about Mrs. Congdon's offer to let us have her colored girl as she didn't like having a colored person about the home. I told Mary it was O.K. by me so she had arranged to take her. I brought Rose Lee back to the house with her bag & misc. belongings. Introduced her to the family - I do

hope she works out well for it ^{will} certainly be
 better for Mary. Got to the office about 9:00.
 Mrs. Kardon wasn't in this morning. Her
 husband is home on a furlough & I had
 let her take the morning off. Called Frank
 Brunner & had him help me fill out the
 application for a new Gas Rationing book.
 Saw Clem & learned our plans to take
 Mr. Buckler down to Byre had been changed.
 Clem had taken him over to see Bibby &
 Dause had decided to take Mr. Buckler
 down to see Charlie himself. Clem told
 me they would have to talk terms with
 Mr. Buckler & that it would be embarrassing
 if we were there. I also learned that Mr.
 Buckler is about to accept a commission
 as Lieut. Commander in the Navy & that he must
 be given a final answer before returning to
 Illinois as he will join the Navy if we don't
 take the position with IBM. I had lunch
 with Clem & Mr. Buckler at the cafeteria.
 Had a chance to get better acquainted
 with him. He has 4 children all grown,
 now 21 to 25 years old, - also 4 grand
 children. He looks young for his age 48.
 Certainly got an early start in life. About

2:00 I drove home got Mary & we went over to Binghamton to do some shopping. Left the children with Rose Lee. We bought a robe for our Victory Garden - a hall tree for Rose Lee & a couple of records. At 5:00 we went to the movie, saw Spencer Tracy - "Keeper of the Flame" - it was very good. We saw Alf & Eleanor Malmer when we came out of the theater. Went to the Community for dinner - then drove over to Johnson City & did some shopping before returning home. Got home about 9:00. Mary & I looked over some movie film & lined up a number of titles. I am getting several films fixed up to send out to Charlie Love in Chicago. He has asked to exchange films with me & I think it is a swell idea. To-bed 10:15.

3/21/43 SUNDAY: (FIRST DAY OF SPRING)

Got up at 8:00 - after breakfast I got some movie titles lined up & wrote a letter to Sam Tuttle ordering 12 titles to be included in the Movie I plan to send Charlie Love. Mary took Bats & Mary Lou down to Sunday School at 10:00. It was the first Mary Lou had ever been to Sunday School. I spent a good part of the

morning trying to figure out how to operate
 the Kodak E camera I brought home from
 the office. It seemed to be jammed & I had
 to give up - couldn't get it to function.
 Mary helped Rose get dinner. After dinner
 I took some movies, also some still pictures
 of Rose Lee with the children. Called Bill
 Davidson & arranged to borrow his film tank.
 Mary & the children rode down town with
 me when I went to get it. We stopped around
 to Pisani's Home & I got my suit I had pressed.
 Finished up the film I had in my Leica when
 we got home. Then I set up the equipment
 & developed 3 films in the bathroom. Mary
 let Rose Lee off for the afternoon. After supper
 I came up to my study & did some work
 I had brought home from the office. Mary
 helped me make a few END titles to-night.
 We used the Ventian Blind in the bath room.

I forgot Al Miller called to-day to re-
 mind me he had sold my air house at
 last & that he had \$5.00 for me at his
 house. He also told me that Mal Dickenson
 was starting to work with him to-morrow.
 I told him I thought Mal was still at
 Poughkeepsie. Al said he had been let out-

something about his private life. I didn't ask for any details, but I sure was surprised to hear it. — To-bed 11:30.

3/22/43 MONDAY:

Drove down to the office at 8:30 — went to the post office before going to the school. Had a busy morning getting caught up on my correspondence. Went over some of the work on "Fundamentals of Shop Work" with Frank Le Baron. Had lunch at the cafeteria — then drove over to the High School to see Russell Morris about getting some information on building model airplanes. I want to put one in "Fundamentals of Shop Work" as a project. Called Mr Almon from the High School & arranged to pick ^{him} up at the IBM school. We drove over to Binghamton to sit in on the J. M. T. Institute which started to-day. Charlie Brozatis & Cliff Burris are attending from IBM. I was surprised to find Johnny Bangs from Cornell there at the Institute. Mr & I arrived just as they were gathering for the afternoon session. I met Sam Magill the Institute Conductor. Sam had Johnny Bangs speak to the group.

He talked about 20 min. told some of his usual stories. Sam also called on me & I told the group what use we had made of J.M.T. at IBM. Johnny Bangs accepted my invitation to stop in at my office to discuss our foreman training program. We left the institute about 3:30. Mac wanted to stay. Johnny had his car so he followed me back to Endicott. We went over the foreman training program rather completely. Tom Davis stopped over & joined in in our discussion. I was glad Tom stopped in as he gave Bangs some of the shop attitude to ward our foreman's manual. I was interested in the experience Johnny had at Cornell with the dramatization of cases in his classes. ~~He~~ He thought this could be done in our foreman training sessions. He was quite impressed with the whole program. Said he would write Morrow ^{editor} of Factory Management & Maintenance & suggest he ask me to prepare an article for the magazine. I took Phony up to meet Mr. Arton - also met Mr. Clemmons. I mentioned to Arton that Bangs had talked to a number of our IBM groups in the past & that

he had a talk which I thought might be included in our former training program. Otton said if I thought so - that was O.K. by him. He was in a hurry to leave so Bangs & I were just ed out after a few minutes. Drove home at 5:00. Clem rode home with me. Mr. Watson is coming to-morrow so things will be very much on edge at the plant. You could almost feel it in the air to-day. Mary helped me to-night & we printed some pictures. Printed some of those I took of Rose Lee yesterday - she liked them even though I thought they were pretty bad. It was my first experience taking pictures of a colored person. To-bed 11:00.

3/23/43 TUESDAY:

Mary drove me down to the office at 8:15. Mr. Watson was in town to-day, however he didn't get down to the school. I understand he went down to Ayre to see Charlie Kirk this afternoon. Had the usual busy day at the office. Had lunch at the cafeteria with Ray & Frank. - Mary Robinson called on the phone this noon & said she had seen

Bill this weekend & that he had asked her to call me. Bill wants me to send him a set of material on our premen conferences & also a set of material on the series of conferences he held last spring. She also asked me for the summaries of the notes taken said Bill had asked for them. I told her these were confidential & that I couldn't send them but I would send what other material we could get together. Mary said she was working at Link's & was secretary to their Personnel Director. She seemed very pleased about it.

Les Loney spent the day with Van Gordon. I had a nice chat with him this noon.

He told me Bill had been in to see him again - to ask him for some advice - that is whether he would advise him to go into the machine line since he had a knowledge of IBM machines or to go into the field of industrial training. I was surprised to hear Les say the latter.

Mary had mentioned that if Bill didn't get a job soon he would be in the Army & I told her it would be the best thing for him. She agreed.

Les gave Bill a real talking to & put him straight on several matters. I had quite a talk with Otton this afternoon told him about

Mary Robinson's call & he gave me an O.R. or sending Bill the material. Dwayne is a bit worried about Mr. Watson having forgotten he agreed to give the two books on Preinduction Training. I can hardly believe it - yet Dwayne says Mr. Philips tells him he (Mr. Watson) told the finance committee of the Board of Directors that he didn't know anything about it. Dwayne says he may have to call on Clem & I to help him remind Mr. Watson. He is hoping to see him to-morrow. Tom Davis came over this afternoon & we spent some time getting the Forensic Manual indexed. Mrs. Beardon asked to leave at 4:00 - her husband was returning to the Army & was leaving this P.M. Of course I let her go. Came home with Clem at 5:30. Clem told me that Geo. Wetz was on the hot seat as Clem put it. He says Watson has asked to see Geo., he doesn't know what for, but we agreed it must be something good. Of course Geo. is very anxious, for it IBM that can mean almost anything as far as location is concerned. After dinner this evening Mary & I drove down to Endicott & went to the High School for the last meeting of the Endicott Forum. It was IBM night as it were. We were sur-

when Mr. Watson came in & sat in the
 seat right in front of us. He shook hands
 with Mary & I and said hello. The Clemmons
 sat beside us & the Artons in front of Mr.
 Watson so we were well located. The pro-
 gram consisted of a concert by the noted
 soprano Lucille Cummings - a tall blond,
 young & of course with a lovely voice. I
 shall probably remember her for her large
 mouth - but she certainly makes good
 use of it. The I.B.M. Orchestra played &
 the real feature of the evening was the
 demonstration of making an itchy by John
 Taylor Arms. It was a 2 hour & 20 min.
 demonstration & since I had seen it 3
 times before it was a bit boring. However
 I probably wouldn't have minded it so
 much if the seats had been the least
 bit comfortable. Mr. Watson asked me to see
 that the spot light was turned on Mr.
 Arms so the group could see him better. I
 obliged by having one of the women take care of
 it. Steve Solomon did the usual fine job
 as Master of Ceremonies. Had Mr. Watson & other local
 industrial leaders go up on the platform for the grand
 finale - a fine gesture I thought - Home & to bed 11:30.

3/24/43

WEDNESDAY:

Drove down to the office at 8:15. But the parents conference started at 8:30. Returned to the office & about 9:00 John Farhart arrived from Rochester. Took him in to the Parents Conference - Don Pate was the chairman & he did a very good job. At 9:30 we sat in on Mrs. Almon's J.M.T. session. I was surprised to find Sam & Bill & Hugh Smith from the local T.W.T. office sitting in on the session. Introduced John to Sam. Sam made a few remarks to the group & presented Mrs. with his J.M.T. card which he hadn't received yet for the institute he attended several weeks ago. I left the session at 10:00 to get a photographer to take a picture of the J.M.T. Group. I discussed them getting all set up for a big meeting in Room 202 at which Mr. Watson was to address the school groups & also the supervisors. Therefore after having Charlie Powell take the picture I joined the group in 202. It was the same old story we all sat there & waited a full half hour before Mr. Watson appeared on the scene. He had with him Mrs. Clarkson & Mrs. Thurmon both volun-

them in the American Women Voluntary Service. As usual
 the System Service class sang a number of
 IBM songs in which we all joined in sing-
 ing the praises of Mr. Watson. Mr. Deton intro-
 duced Mrs. Carlson who told us about the work
 of the American Women Voluntary Service. She in
 turn introduced Mrs. Stevenson who told us
 about her work in the transportation way of the
 same organization. Then Mr. Deton did a
 masterful job introducing Mr. Watson - he
 sure can put it out when he wants to
 & that was the best demonstration I had
 witnessed yet. Mr. Watson talked for over
 an hour just rambling all over the lot,
 but pointing the main part of his talk
 to the System Service girls. Also praised
 the Engineers who were present. Got out
 at 12:00. Found John Lenhart waiting in
 my office. Mary had called, so I called her
 & found she wanted the car to take the kids
 to the Circus this afternoon. John rode out to
 the house with me. It was a beautiful day.
 Mary took us back to the school. Jarvis
 went over to the Cafeteria with John & I for
 lunch. Had John spend some time with
 Mac Almon this afternoon & also talked

over much of the foreman training program with him. John is a swell fellow to work with. Mr. Watson stopped in the office & I introduced him to John Linhart. John left & walked down to the hotel at 5:00.

I walked over at 6:00 & at 6:30 had John join me at the Lion's Club meeting. It was a good meeting. An air crop instructor - Mr. Mitchell from the Tri-City area gave a talk on his experience in the air crop & it was very interesting. After the meeting I called Mary & she came down to the Hotel to meet me. Home about 8:30. Did some work here in my office this evening. To-bed 11:30.

3/25/43 Thursday:

At 8:00 I drove down to the Hotel Frederick & picked up John Linhart. At 8:30 I sat in on the Foreman Conference with John. Don Pratt was the chairman & he did a very good job. I tried desperately to get some representative of management over to attend the meeting but with Mr. Watson in town it was just impossible to shake any of them loose. Made a few remarks

to the group at the close of the meeting. At 9:30 John sat in on another session of J.M.T. I returned to my office to get out some letters. Went back to sit in on the J.M.T. session about 10:30. Ray Jarvis acted as chairman in the 10:30 Foremen Conference. At 11:30 I went up to see Mr. Arton, found he had talked with Mr. Watson about our lesson material & he had decided definitely that we would not give it away & what more we would not distribute it to anyone but our own customers & our own people. He insists we stay entirely out of the publishing field. I'm not quite sure how we are going to handle some of the requests for this material. Asked Arton about preparing an article on our Foremen Training Program & he wants me to go ahead with it. Showed him the picture & he likes that too. This noon Clem rode over to the Hotel with John Lenhart & myself for lunch. We ate with the customer school. John left after lunch for Rochester by bus. He wanted to get back to play basket ball to-night - They had wired from Rochester for him & had even asked to send a plane

down for him. Stopped over to the High
 school before returning to the office. Mr.
 Watson talked to the System Service School again
 this afternoon. Spent most of the afternoon
 working on the book "Fundamentals of the
 Work". At 4:30 I drove down town & got my
 hair cut - also ^{tried to} get my car washed but
 had no luck. Stopped at the Enderott
 Sales & Service & was surprised to find
 them moving out of their quarters on North
 St. They are moving to Johnson City so
 that means no Buick Garage in Enderott
 anymore. I learned from Van Gorden this
 afternoon that Bro. Witz has been promoted
 to some position at 590 but wouldn't say
 what as he had promised not to tell.
 Bro. will come with me at 5:30 but he
 too seemed to be under oath not to say
 what the new job is. He thought however
 it might be announced at the banquet
 to-morrow. Shaved & cleaned up a bit.
 Bro. & Lucile stopped by for us at 6:40
 & we went with them & the Clemmors up
 to the Homestead to the customer banquet.
 It was a swell party - Mr. Watson was there
 & made a very inspiring talk. Mr. Watson did

him would well job. However I was disappointed in not hearing what Bro. Higgs new job was to be. I'm almost sure however that it is a position as Assistant to Gen. Harvey for he & Gen. have been together a lot these past few days. The B. & O. did break down & told us that they would be leaving town & that the new job is at 590 which all turn together with my imagination. Home about 10:30. Looked at the paper, to bed 11:30.

3/26/43 FRIDAY:

Mary drove me down to the office at 8:15. I was able to get John Barton over for the foremans conference at 8:30. Clem also came down & sat in on the session. Tommy Davis was the chairman and did only a fair job. There was a full room & with Barton present there was plenty of activity. He really seems to loose the boys up. He discussed case problem in handling personnel & Barton loves this. He really shocked the group this morning, however by his very blunt account of a case in his own experience with a fellow employee

who was "goosie" as he called it. He left nothing to the imagination in describing ~~the~~ the case. I'm sure he could not have seen Margie Harned the stenotypist who was in the room. I spoke to Margie after the meeting to leave his remarks off the record. At the close of the session I made a few remarks ~~off~~ about the preman manual in as much as this was the last meeting for this group in the present series of preman conferences. Mr. Watson was in town yet to-day. At 10:30 Mr. Peterson sat in on the preman conference, I managed to get Bill Lewis over for a part of the session. Tom Davis was chairman and did even a poorer job than he had done in the 8:30 meeting. It was a small group & since it was not as good as many of the others I was sorry Mr. Peterson had to pick this one to sit in on. I spoke to him about it after the meeting & he agreed it was a poor job on the part of the chairman. Had lunch at the cafeteria. This afternoon I went over to Gavin Cullen again about Ed Barker but found that Gavin was intently opposed to having him trans-

feared - he called Cy McIlwain & later I stopped
 in to see Cy & talked the thing over with
 him. He said the only way he would release
 Ed would be if Kirk told him he had to do
 it & then he said he would tell Kirk that
 leaving Ed would mean a curtailment of his
 Navy Reserve program. I mentioned that
 Olsen had talked with Kirk & that a final
 decision would naturally in this case have
 to come from Kirk. Charlie gets back from
 the hospital to-morrow so I'm hoping some
 action can be taken on this next week.
 Cy suggested I investigate getting one of the
 student engineers back who had left EBH.
 After I got back to the school I talked with
 Les Tunney who is still here with Van
 Borden. Les warned me against contact-
 ing any outside industries for student
 engineers who had left us. This might
 even mean someone writing to Watson &
 Field. Les suggested I look for some
 young promising man with an engineering
 education in the shop & give him an oppor-
 tunity. I told him that they had all been
 made partners or supervisors but he seem-
 ed to think it was not entirely impossible. I

mentioned Oscar Sterling & Len agreed he was a smart fellow but that he would not entirely fill the bill. Had a couple of sandwiches for supper & at 5:20 I sat in on the Instructor's Conference. Fay Jarvis was the chairman & conducted a discussion on Home Work. I brought up the matter of correspondence courses thru our factory schools & we got into quite a discussion. There were a number of limiting factors brought out & I gathered that it was not the ideal thing to do. At 7:30 I came up to my office & called Lowell Hertel over to get him lined up to be chairman of the Foreman's Conference at 8:00. We had our last session of this series of foreman-conferences in Room 202. Bert Spintner came over for the meeting & it was really a good meeting. Hertel wasn't much of a chairman however. At the close of the meeting I made a few remarks to the group - told them our plan to index the foreman manual to make it more useful to them. Bert Spintner came in my office after the meeting & I had quite a chat with him. He got quite chummy - told me all about getting his promotion to assistant

Department. I called Mary & she came down for me at 9:45. I was glad to learn that they started working on the drive belt at the house to-day. Barton has a new outfit working on it - he has put Wayne Edwards in the Plant Engineer Dept. at the plant. I'm sure glad he isn't going to do the job - it would probably take him all summer. Read the paper & to-bed at 11:00.

3/27/43 SATURDAY:

Drove down to the office at 9:00. Stopped over to Whelan to get my car washed but found the garage closed. Lewis called this morning & told me the mover that I had ordered had been returned & that the company he ordered them from had gone out of business. Barton stopped in the office later with them - he had been over to Binghamton. Prepared an article for H.L.C. on the J.H.T. program this morning. At about 12:00 I managed to see Mr. Barton in his office & get a number of problems settled. Got an O.K. to put Charlie Cheney on the slide taking program & to get some one to replace him. Mentioned the mover DEBOR as a possibility & Deagle

didn't seem to be on that idea. However I
 expect to investigate it further. Dwayne is
 going to see Gus next week about Ed Barber.
 I finally got away about 1:00 to drive home for
 lunch. After lunch I drove ~~back~~ over to
 Binghamton & left ^{order for} the letters at Bump's so
 they could go right out in the mail. Mary
 didn't go along in as much as Mary Lou
 had been sick to her stomach all morning.
 Drove back to Endicott stopped at the
 meat locker for some meat & then walked
 over to the office. I wanted to check on Cliff
 who was working this afternoon. I was sur-
 prised to find so much activity at the
 school - Dick Fredericks Sr. was having an
 Insurance Conference for the Safety Supervisors
 & their staffs of the local industries. There
 was about 75 in all & they held their
 meeting in 202. I wanted to sit in on one
 of the sessions but I had too many other things
 to do. Drove over to Union & bought my-
 self a new brown suit at Vaughn's. Stopped
 back over to Endicott & had my car
 washed at Meekers. While Howard washed
 the car I did some shopping in Endicott.
 Also had Howard change the oil in

The car. Howard lamented the fact that it was his 36th birthday & he, the mayor of Endicott, had to work all day washing and greasing cars. Got home about 6:30. Mary & I decided to stay in this evening. I did some work here in my study. Read the paper & took a bath - To bed 10:15.

3/28/43 SUNDAY:

Got up at 8:30. After breakfast I brought the mail box in with the idea of painting my name on it, but decided I had better just paint the whole box. Didn't have any outside white so I gave up the idea. Did some work here in my study this morning. It was a beautiful bright day and I was glad I had gotten a Kodachrome film to take some pictures this weekend. After dinner I called Mrs. Kirk to find out whether Charlie Kirk had come home from the hospital this weekend. I thought I would walk up to see him for a few minutes. Therefore I was surprised to learn that he was still in the hospital. Mrs. Kirk mentioned that she wanted to go down to see him this afternoon so

I offered to drive her down & she seemed
 very glad to accept my offer. It worked out
 just right as Mary & I had been wanting to
 go down to see Charlie. I took some color
 pictures of Rose Lee & the children in front
 of the house & about 1:45 Mary & I drove up
 to get Mrs. Kirk. She took Sally & Shirley
 with us. I took a couple color slides of
 them in front of their home. Shirley has
 been quarantined with Scarlet Fever & is just
 getting out. She looked pretty peaked & has
 lost quite a bit of weight. Mary & Mildred
 discussed their servant problems most of
 the way to Syre. We are losing Rose Lee
 to-morrow & Mrs. Kirk is losing one of
 her color girls also to-morrow. I had
 to stop at the Bridge St. Garage for gas
 before getting off to Syre. It was a beauti-
 ful afternoon & I sure enjoyed to drive.
 We found Charlie anxiously waiting for his
 family. In fact he had taken an eleva-
 tor down to meet us as we were coming
 up to see him on the other elevator. I
 was surprised to see that Charlie had
 lost a lot of weight he looked much
 thinner than the last time I had seen him.

Had a nice visit with him & he was in
 a good mood it seemed. I had slides with
 me I had taken of his home also brought
 my little slide viewer, showed him the
 slides. I also took Charlie the book I had
 read "They Were Expendable". He actually thanked
 me for it. After we had been there for awhile
 Dr. & Mrs. Mark Welch and Mr. & Mrs. Geo.
 W. Johnson arrived. It was the first I
 had met Mr. & Mrs. Geo. W. Johnson. A bit
 later Bert Gintner & Milton Weising stopped
 in for a short visit. Mr. Gintner was sure
 outspoken telling about his operation. He
 called Mrs. B. & asked her to come over
 so we all had a chance to meet her. We
 finally left about 5:00. Charlie sent some of
 his clothes home with us as he expects to
 come home either Tuesday or Wednesday of
 next week. I took a picture of the hospital as
 we left. Got home about 6:00. After dinner
 this evening I did some work here in my
 study. Johnny Schover stopped down with his
 model racer. I took a couple of pictures of it.
 Also had Mary take a couple of pictures of
 me here in my study. To-bed about 11:00.

3/29/43 MONDAY:

Drove down to the postoffice before going to the office at 8:50. Had a busy morning. Got a letter from Bill Robison - said he had a job with Sperry as a Training Assistant & is starting work next Monday. I showed it to Dwayne & he got a tick out of it in as much as two previous members of our educational dept. have gone with Sperry Hyroscope Co., namely Bert Robshaw & Miss Ingram. Went over to see Ralph La Tourette about getting someone to work in Charlie Cheney's place so he can spend his time on picture taking. Eleanor Levine told me that Ralph Walker was leaving for the Army to-morrow. I called Mary when I got back to the office & we are planning to go down to Poughkeepsie the end of the week. Barbara is sick at her stomach & upset the same as Mary Lou has been so Mary doesn't want to leave until she is better. I had forgotten my badge so I drove home for lunch. Barbara was sleeping on the couch & didn't feel at all well. Ray Jarvis asked me about attending one of the customer schools that is starting next week. I spoke to Arton about it.

This afternoon I had approval of it so Ray is all
 set to attend. Got Don & Jeanette lined
 up on the report we want on the distribu-
 tion of our lesson material. Called Ken Ander-
 son & Bob Hyde over this afternoon and talked
 over the Production Perspective Drawing Course
 with them & Cliff Mitchell. Called Ray Jarvis in
 & we decided to pay them \$1.50 an hour for
 the time they had put on the course material
 thus far, which was approx. 20 hours each.
 Decided to wait a week or two before setting up
 a new term for this work. Wrote Wally McDowell
 a letter on this subject asking his opinion as
 to its practical value. Had dinner at a little
 restaurant on North St. about 6:30. Returned to
 the office & had quite a chat with Charlie Cheney
 about getting set up to take slides. Charlie is
 really thrilled about the prospect of becoming a
 full ~~time~~ time photographer. I believe he
 will be able to do a real good job for us, and
 there sure is a big job to be done. Had
 quite a talk with Alf. Matmos this evening &
 arranged with him to do some work on re-
 vising our lesson material on electricity. I
 want to have it reprinted in two bound
 volumes. Alf is teaching two classes, each

meeting twice a week, what with the recent rate increase to \$5.00 for each class session Alf is doing alright. Of course he was willing to work on the improvement of this lesson material. Came home at 8:30. Mary & I called P.K. hoping to talk with Ralph & Della but found them out to dinner with their neighbor. Mrs. How answered the phone & said Ralph was leaving for the Army on Wednesday or early Thursday morning. Said he was going to Quantico N. J. to be inducted. We are hoping to go to Poughkeepsie Friday if not before. Rose Lee the colored girl left to night. She & the two colored girls at Kirk's are all going to Jersey City where their boy friends are located with an Army Unit at present. Rose said Mrs. Kirk was going to drive them over to Binghamton to get the 11:15 bus. She left about 10:30 & walked up to Kirk's. To bed 11:00.

Just as Mary & I had gotten settled in bed the door bell rang & Mary went down to find that Rose Lee had come back down from Kirk's. She was trying, mad - Mrs. Kirk had backed out on her promise to take the colored girls over to the bus so they had missed their 11:15

bus & the next one didn't go until 1:20. Mary called a cab for her & waited until it arrived.

3/30/43 TUESDAY:

Drove down to the post office at 8:30 before going to the office. Mailed a letter for Mary to Mrs. Podhouser at Atlanta Georgia for another colored girl - sent it air mail special delivery. Got Frank LeBaron & Charlie Cheney lined up to take a number of pictures for the book on Thor Work today. Sent them down to the hardware store to get some things to be photographed. Had lunch at the cafeteria. It was a very rainy day - rained most all day. The men came to work on the drive but had to give it up when it started raining. Dwayne told me this morning that he & Mrs. Arton would be going to Poughkeepsie with Mary & I on Friday. I called Miss Featherman & she had been able to cancel her previous engagement for Sat. Night so she ^{can} come & stay with the children over the weekend in case we want to spend the weekend in Poughkeepsie. I was sure glad to hear that. Called Mary this afternoon to check on Mary Lou & Barbara.

They have both been quite sick - stomach ache &
 disintaining. Mary Lou is still quite bad.
 Got a call this afternoon from Mr.
 of the Brawner Co. who is to print
 "Fundamentals of Ship Work". He had received
 the cover which Mrs Van de Water had
 taken with her & which Mr. Watson Davis had
 sent to him. He was not at all satisfied
 with it & explained it would be very
 difficult or impossible to reproduce. Gave
 me a number of suggestions & asked me to
 send him samples of the cover used on
 our Factory School Lesson Material which I sent
 him right away. Cliff was glad to hear it
 as he had been wanting a chance to make
 the cover over again - he doesn't like it.
 Ray Jarvis brought over a set of two units
 for inter office communication from the labor-
 atory. We tried them out & finally got them
 working well on D.C. I hope we can keep
 them as they will be a great help - will
 save a lot of steps in talking with the
 people in Ray's office. Had some supper
 at a little restaurant on North St. Stayed
 at the office to-night until 9:50. Had
 some work to do & since Ray wasn't there

thought it best to be around. However I want to make a set-up whereby my presence these evenings is not necessary. Mac had a J.M.T. session this evening. Came home at 9:00. Mary was making some candy. Read the paper & to-bed at 10:30.

3/31/43 WEDNESDAY:

Drove down to the office at 8:30. Worked on the Foreman's Manual to-day. Got the index partly lined up - had Lou Davis come over to give Ray & I his ideas. Louny thinks it is a swell idea to have a complete Foreman's Manual. There is a lot of work to be done on it but I believe it will be well worth it. Ray & I had a real chance to try out our new inter office communication system to-day. It really saved us quite some time & we like it a lot. Wired Ralph Walker this morning wishing him luck as a Captain in the Army. Also called Dave Sanford & asked him to come back with me this weekend to attend some of our J.M.T. sessions next Monday & Tuesday. At 12:00 I drove home

for lunch - stopped around at the meat
 locker & also at the grocery store to trade
 out the last 24 points of our rationing book -
 got two cans of Campbell soup - 6 points each.
 It was a very warm spring day. There
 were 3 men here working on the drive
 all day. They are are getting right along
 with the work. Sent Charlie with a letter
 to-day running up our Locomotive Conference
 program. Also brought his copy of the
 Locomotive Manual up to date. Had Frank
 LeBaron & Charlie Cheney take some pictures
 for the book on Shop Work. At 6:00 I
 drove over town - stopped at Pisanis &
 got my suit. Met Ed Speedy & we went
 to the Hotel Frederick for our Locomotive Meeting.
 Leon Simmons was unable to get here.
 Marney came from Canada to talk on
 aviation so he substituted & gave a
 very excellent talk on "The Post War
 World". I was really surprised. Came home
 about 8:00 - Helped Mary with dishes. Mary Lou is
 still complaining of her stomach. Read paper & to-
 bed at 9:30 as I have to go in to the
 office at 5:00 in the morning.

APRIL

4/1/43 THURSDAY:

Got up at 4:00 A.M. Drove down to the office at 4:45. It sure seemed strange getting down there at that hour. The night shift gets out at 4:30 so by 5:00 things are pretty quiet around the plant. There was quite a lot of activity around the school however. We had 7 factory school classes at 5:00. I went around & checked on each class. I was surprised to see how good the attendance was. It seemed practically every room was full. I came back to the office ~~at~~ after checking the classes and went over the lesson material we have to revise. Boy, there sure is a lot of work to be done! Cliff Bavin stopped in my office after his class - told me how difficult he had found the J.M.T. Institute, also how very appreciative he was that he had an opportunity to take it. Earl Hanfoman stopped in about 6:30 & I went over to the cafeteria & had breakfast with him. Got thinking he might be our man to work on lesson material. About 7:30 I called the Buick garage in Johnson City & arranged to have my car

guessed, plugs checked & the targets adj'.
 Called Jarvis & asked him to pick me up
 on his way to work. Drove over about 8:30
 & Ray picked me up about 8:45 & brought
 me back to the office. I went over to the
 personnel dept. to check on the possibility
 of getting a man to work on lesson material.
 Talked to Dwight & Ralph LaBette. Looked
 at Earl Gaffney, Bruce Bain & a photo of
 person's folder. I think Earl looks the
 best - however Ed Beck is still my No. 1.
 bet if we can get him. Had Ray drive me
 up to Johnson City to get my car at
 12:00. It had rained some this morning
 so I called & had them cancel the wash
 job. Drove home for lunch. Mary wanted the
 car this afternoon so she went back to
 the office with me. We got the car packed
 up ready for the trip to Poughkeepsie to-
 morrow. Had a busy afternoon got some
 work lined up for Mrs. Jackson on the
 Lorenson Manual while I'm out of town. I
 had planned to come home at 4:00
 but about that time Mr. Olson called me
 up to his office - asked me whether I
 thought IBA had committed itself to

Service for \$3,500 & I told him I
 thought we had. He then called Clem in
 the office & asked him the same thing - his
 answer was the same as mine. It developed
 that Mr. Watson had called Dwayne & asked
 him that question & Dwayne had answered
 it "No." thinking that was the best answer.
 It seems Watson is a bit disturbed about
 it all since he thinks we shouldn't have
 assumed that it was a settled issue until
 he had taken the matter up with the Finance
 committee of the board. Dwayne was not
 little disturbed about it. Fennell was in
 his office so we all put our heads to-
 gether to work out a solution. First reviewed all
 the correspondence. Clem had to go back to
 his class. - Dwayne called his secretary in
 & Fenny, Dwayne & I put our heads to-
 gether to compose a letter to Mr. Watson.
 Oh yes! Dwayne got a call from Watson
 Dwayne - it seems he had been talking
 with Phillips & learned that some difficulty
 had developed. Dwayne called Byrne Watson
 & asked him advice in the matter - it was
 to write Watson a letter making our recommenda-
 tion which is what we did. I was

greatly amused by the entire thing when
 then passing the floor while dictating the
 letter. Dwayne & I were in our 2 chairs also.
 I got a call from Miss Van De Water while
 in Dwayne's office. Arranged to have her &
 Fremont come up next Wednesday to work
 with Frank & I on the illustrations for Shop
 Work. Mary called to know when I wanted
 to come home & Dwayne promised to bring
 me home later. Then Clem thought he was
 ready to come at 5:30. I borrowed Ray's
 car & rushed over to Vancouver street & my
 new suit. Had to wait until 6:00 be-
 fore Clem left. Boy, what a day - from
 5:50 A.M. to 6:00 P.M. Mary had Dr.
 Morse the lady doctor stop in to see
 Mary for this evening - she still isn't
 herself, however we believe she is better.
 Got things all set to leave early in
 the morning for Poughkeepsie. Mary drove
 down down at 9:00 to get Miss Latten-
 man to be her to-night & to stay
 with the children while we are away.
 Took bath & to-bed at 9:30.

4/2/43 FRIDAY:

Got up at 5:00 - had some breakfast & loaded the things in the car ready for our drive to Pk. Mary & I drove over to Orton's at 6:00. Dwayne & Edna were about ready so we were on our way by about 6:20. It turned out to be a dull rainy morning - rained most all the way to Poughkeepsie. The Orton's hadn't gotten breakfast so we stopped in Deposit at a diner for some coffee & sandwiches. Got in Poughkeepsie about 10:30 - drove around to the N.Y. Central Station first & Dwayne picked up his reservation for the trip into N.Y.C. We then drove out to Grand Ave. & by our old home at 60 Grand Ave. to show the Orton's where we used to live. It was about 11:00 when we finally got around to Della Walburn and raining hard. Della loaned me an umbrella to help the folks in from the car. Mary & Edna stayed at Walburn & Dwayne and I went on down to the plants. Della loaned me Ralph's rain coat which was some help. It was the first Mr. Orton had seen the plants so I had quite a time introducing him to all my old friends. As a matter of

But Dave hadn't met him before. It seemed
 funny to see Art Dunn in the personnel
 office in the place of Ralph Walker. Ralph
 left yesterday morning for the Army. Dwyer
 & I had lunch in the cafeteria with Dave
 & Art Dunn. After lunch Dave took
 us on a tour of the plant. I wanted Dwyer
 to get a complete picture of our operations
 at Plant #4. I was surprised to find how
 many changes had been made since my
 last visit. They are now into production on
 the Browning Automatic Rifle (30 caliber). It
 sure looked different from the 20 m.m. cannon.
 We stayed in to see Jim Allen & also
 Gordon White who had just moved down
 from Endicott. Had some fun kidding Jim
 Allen. Also met Bill Main & introduced Mr.
 Paton. Jimmy Johnston was with Bill Main -
 he has spent the past 2 weeks at Plant
 #4 helping them get straightened out on an
 error that the Army had made in the
 specifications for the rifle requiring the re-
 working of 850 rifles. Jimmy got a big kick
 out of telling us how bad he had worked
 & showing us the calous he had on his
 hand. They had just about everyone working

on the assembly line by day & night for several days. - I & Dave took Brian & I down to the old office bldg. to see his job training setup. Frank Bosche was instructing a group of 10 women on fundamentals of shop work. We sat in on the session for about a half hour. It was amusing to see how awkward some of the girls handled the machines & tools. Dwayne seemed to be quite impressed with the value of the training, & I really think their approach to the job training center idea is better than the set up we had at Endicott. After taking a look at the set up being made for the ingeller job in the lower bldg. I drove Dwayne up town to see the class room at 39 Market St. Dave drove his own car so he would have it to return to the plant. I don't believe Dwayne was much impressed with the classroom set up - it really isn't much to look at after getting used to our IBY school in Endicott. We sat in on a Modern Shop Practice class which was a fairly good session. I called Charlie Mitchell & arranged to stop around for ^{double} the price up. Dwayne & I left the class room at about 5:00 & drove around to Mitchell's Furniture Store.

I was surprised when Charlie showed me the double pick-up outfit to find he had put it so far down into the case. I was also a bit of a shock when he said it would cost me \$32.00 - I had expected it to be more like \$25.00. Dwayne kidded me about it and told Charlie it was just another gadget. I drove around to Walther's. The girls had been out shopping & to a movie. Della & Mrs. How got dinner for us & we ate at 6:00. Mrs. How had cooked the steak Mary & I brought them from our meat locker. We all had a jolly time bidding with Della. Dwayne even offered Della a job if she wanted to come to Endicott. At 7:00 I drove Mr. & Mrs. Arton down to the station to meet their train to N.Y.C. I hurried right on down to the plant to sit in on Dave's J.I.T. session. It was my first chance to see Dave perform on an J.I.T. Trainer & he did quite well. I left at 8:00 and hurried back to Walther's as we had planned to go over to the Camille's. Della got a letter from Ralph just as we were leaving. He is at the Canton Arsenal located at ^{Sturbridge} Weymouth N.J. I guess Della really misses Ralph pretty much.

Della & Mrs. How went with us over to call on Mr. & Mrs. Campbell. George & Mildred had just moved back into their summer home last week. Had some fun kidding with Geo. I took in my projects & screen etc. Showed them the movies I had taken since leaving Poughkeepsie also the slides. Got bath to Walker about 12:00. I took my car down to the Nelson House Garage & the garage man drove me back to Walker. I persuaded him to wash my car ^{to night} even though he had 5 cars ahead of me. Mary & I stayed with Della & Mrs. How to night. Turned in about 12:30.

4/3/43 SATURDAY:

Got up about 8:00 - after washing & dressing Mary & I called Della up to the room & we picked out 2 of Ralph's suits which she wanted to sell. I also picked out 8 neck ties. The suits cost me \$10.00 each & the ties 50¢ each so I think it was quite a bargain. Della also threw in 8 ties free for good measure. Had breakfast with Della & Mrs. How. After breakfast Della & Mary drove me down town to get my car. I had it filled with gas at the Nelson

Home Garage. Drove over to the Buick
 garage & picked up the water jar for my
 windshield washer which I had ordered
 months ago. Then drove down to the plant
 about 9:30. Discovered Mr. Pim had gotten
 back and was at the plant. I asked
 to see him first thing but as usual he
 gave me the too busy angle but he would
 manage to see me sometime before 11:00. Told
 him I had to leave at that time. Conducted some
 business with Dave & about 10:45 I managed
 to get Mr. Pim for a few minutes in the
 Cafeteria & asked him about having Dave
 come to Endicott Monday to get the complete
 picture of J.Y.T. He said it would be O.K.
 I told him what we were doing at Endicott
 on J.Y.T. He suggested we work with Gordon
 Watt at Plant #4, in as much as he was
 their methods man. I left the plant
 about 11:00 after talking with Jim Horn &
 Gordon Watt. Drove back to Walker's &
 said good-bye to Della & Mrs. Law.
 Mary & I drove over to see Dave Sanford
 before leaving town. He had gone to the
 bank so we had to wait a few minutes.
 Mr. Fair invited us in & introduced us

to Mrs. Davis. We only stayed a few
 minutes with Davis as we were anxious
 to get started for N.Y. Finally left
 Poughkeepsie about 12:15. Stopped down
 near Haverstraw for lunch. We had a
 fairly nice afternoon for driving and
 made fairly good time. Arrived at Wapville
 Farm about 4:15 and of course Betty was
 very much surprised to see us. Dad
 was out with Mr. Hummel but came
 back shortly after we arrived. They were
 surprised to see us too. I was glad to
 see Mr. Hummel he told me about having
 bought a new truck and a new tractor.
 Betty invited Mary & I to stay for supper
 but since we wanted to see Mother we drove
 on up to Mary's home about 5:50. Mother &
~~Ann~~ were surprised to see us too and of course
 disappointed that we didn't have the children
 with us. I was surprised when Mrs. Hummel
 called & asked me to bring the folks & come
 over this evening. He had told me Mrs. Hummel
 had been sick so I thought we had better not
 come but he insisted we should so I accepted
 his invitation. I also talked Mother in going
 along with us. Mary & I drove back down to

Dad & Betty's for supper at 6:30. About 7:30 I drove back, got Mother & then stopped back for Dad, Mary & Betty - we all went over to Hummel's for the evening. Mrs. Hummel was up & recovering from the gripper. Had a very pleasant evening talking with the Hummels - and as usual joking with Mr. Hummel. Just before leaving, I showed them some slides. Mrs. Hummel liked them very much & wants me to take some pictures in their home. There sure are a lot of picture possibilities in their \$350,500 home. Home at 11:30. Mary & I stayed with Mother V. To-bed about 12:15.

4/4/43 SUNDAY:

Got up at 8:30 & after having breakfast I drove down town & took a picture of the Lebanon School. It was a beautiful day & ideal to take Kodachrome pictures. Saw Bill Aygar on his way to take Nancy Ann to Sunday School so I followed him over to the Church. Took a picture of Winnie & some of her Sunday School class. Drove on down to Dad's & took a picture of the

barn. Then returned to Mother V's & took
 a couple of pictures. About 10:30 I drove
 Mother V & Mary down to Kay's. Then I
 drove on down home, got Dad & we drove
 down to see Bryan. He showed us his
 new baby chicks & all the other animals
 on the farm. Also saw Edna & Bryan or
 I mean Adrain. Got back to Kay's about
 12:00. Mother, Mary & I stayed in to see
 Anna on our way back but she hadn't
 gotten home from church. We had dinner
 with Jack & Eleanor. I brought my double
 turn tables in from the car & gave them
 the first tryout on Jack & Eleanor's radio.
 It worked swell. Mary & I got packed up
 & left about 2:15 - drove down to Somerville
 to call on Aunt Katherine - were disappointed
 to find she was not home. Stopped in
 to see Aunt Martha who lives in the same
 house. Spent about an hour with her. Then
 stopped back to the traffic circle for gasoline
 before driving on down to Boundbrook to
 meet Dwayne & Edna. Dwayne had called
 Dad yesterday & told him they would be out
 to Boundbrook on the 3:54 train. We drove
 in the station just as the train was pulling

in. Dwayne & I had some fun trying to pack everything in the trunk. The double time table case takes up a lot of room. Dwayne was in the best of spirits. He had spent 3 hours with Mr. Watson on Saturday & had a very pleasant session with him. He had a great tale to tell us about the whole session. I was especially glad to learn that he does want us to go through with the Science Service deal on the Pre-induction training material. We stopped in to say good-bye to Dad and Betty, but found that Dad was out with Mr. Hummel. Dwayne & Edna stopped in with us & met Betty. We only stayed a minute, then was on our way back to Endicott. We stopped at the Penn Store in Stroudsburg for dinner. Dwayne & Edna had had only a late breakfast & was therefore really hungry. It took us over an hour to eat. I let Dwayne drive from Stroudsburg into Scranton. I kept getting colder but we were very cozy with the heater on & with the radio. I took over the wheel at Scranton & drove from there on in. Just

outside of Scranton we got into the worse snow storm I think I have ever driven thru. It came down in large fluffy flakes & so thick the head lights showed up on them like a large white blanket. I got a pick out of Dwayne trying to help me see where to drive. It snowed hard for more than an hour & snowed some all the way on home. Got back about 11:00. Took Dwayne & Edna over to their home & backed the car in the garage to unload. It was such a terrible night I asked Miss Featherman to stay for the night so I wouldn't have to drive her down town. I sure was tired after the long weekend. To-bed 12:15.

4/5/43 MONDAY:

Got up about 8:00 - Mary & I had the ashes to take out this morning. I took Miss Featherman down town on my way to the office. Got in the office about 9:00 & found Dave there waiting for me. He had come up from N.Y.C. on the mid-night train. Dwayne asked me to attend the evening of the Customer School so I had Dave sit in on the evening also. Dwayne gave his usual

talk - mentioned there were several special features to this class - namely, first of all that he was planning to sit in on the entire class - also Mr. Fumwell, Ray Jarvin & Joe Horie. Ray sure picked a good class to attend. At 9:30 I took Dave down to Room 3,7 to sit in on the J.M.T. session that Mac was starting. I returned to my office to take care of some of the mail that had accumulated while I was away. About 11:00 I went back to sit in on the last part of Mac's J.M.T. session. It was a No 1. session or in other words the appreciation session. Mac sang his J.M.T. song & it went over O.K. Dave was a bit surprised & wanted to know whether he had to sing that at Poughkeepsie. At 12:00 I drove Dave down to the Hotel where we ate with Ray Jarvin & Walt Crotley. This afternoon I had ~~xxx~~ Dave sit in on part of the Customer School session. About 2:30 I drove over to Vaughn's in Union & left the 2 suits I bought from Della Walker. Carol is going to have Tony his tailor alter them for me. Tony wasn't there so I couldn't have them fitted.

At 4:00 Dave & I sat in on Bolton's plastic course. He does a fairly nice job on the course & sure is a master on the subject. Dave thought it might be well to start a class at Poughkeepsie in plastics. At 5:30 I brought Dave home for dinner. Mary Lou & Barbara were up to have dinner with us. Dave & I had to rush back at 7:00 to sit in on another J.M.T. session. I stayed for only half of the session & then returned to my office to do some work. At 9:00 the J.M.T. session was over & I talked with Max & Dave for awhile. About 9:45 I drove Dave over to Binghamton to the Lockhame Station. He sure had a full day & I believe he is completely sold on J.M.T. Got home about 10:30 - Read the paper & to-bed at 11:30.

4/6/43 TUESDAY:

A very cold windy day - The reports had it that the thermometer was 17° above this morning. Boy! That certainly is a return to winter. Got up about 8:30 - drove down to the office at 9:30. Went over a large group of illustrations for the book on

Shop Work with Frank LeBaron this morning. Had a chance to see Dwayne for a few minutes this noon - he is sitting in all the sessions of the Customer class so it is almost impossible to see him. He had talked with Bibby & learned that it would be impossible to get Ed Barber for our ~~Ed~~ Factory School Dept. He also gave Dwayne little hope of our getting either Earl Kaufman or Bruce Bayer so his report wasn't very cheerful. Had lunch at the cafeteria. This afternoon I drove over to Vaughn's & had Tony fit the suits I had bought from Della Walker. They have to be altered quite a bit. Stopped at the barber shop on my way back & got my hair cut. At 5:00 there was a foremen meeting. Kirk talked - introduced Mr. Austin his newly appointed assistant. Then Kirk talked on safety & Barton gave a short talk introducing a new plan to have foremen & supervisors submit suggestions on improving war production. They would not be paid for their suggestions as are the regular employees, but they would receive a certificate of merit from Washington. I

wrote to Mr. Almon after the meeting & mentioned that the men in the T.M.T. program ought to be included in this scheme & he agreed. Also mentioned it to Mr. Olson & he suggested we report these suggestions to Mr. Barton & Mr. Kirk. Drove home for supper at 6:15. Came back to the office at 8:00 - I had Fred Loree come back also to preview a film entitled "The World at War". It was a fairly good film but Fred does not believe it is worth our effort to try to get a group out to see these films & I'm inclined to agree with him. The last film there were only 94 people out to a showing & that is certainly a very poor showing. Bro. Wfely rode home with me at 9:15. Did some reading this evening & to bed at 11:00.

4/7/43

WEDNESDAY:

33rd. BIRTHDAY

Got up about 7:15 - Mary drove me down to the office at 8:15. Miss Van de Water & Freeman Davis arrived at the office about the same time. Frank LeBaron & I spent the entire day with them going over the illustrations for "Fundamentals of Shop Work". Had lunch in the cafeteria. We went over 125

illustrations & got them all lined up with the text material. Freemont who is staff photographer for Science Service lined up a number of additional pictures that must be taken to be used in the text. Mrs. Le Baron came over to the school about 6:00 & at 6:30 Mary stopped down for us. Drove Mrs. Van de Water, Freemont, Mr. & Mrs.

Le Baron up to the Homestead for dinner. After dinner we all came back here to the house & I showed them some movies. It was my first chance to try out the double turn table. I had Freemont operate the projector & I supplied the musical accompaniment. It worked very well & I'm sure pleased with it, however I have a long way to go to reach perfection. The Le Barons were anxious to get home early to their Jimmy so at 9:30 we left for Binghamton. Was surprised to find it snowing when we went out. Mrs. V. & Freemont rode along & on the way back I drove them up to the Homestead. Got home about 10:15. Glad paper - to bed 11:15.

4/8/43 Thursday:

Got up about 7:30. Barbara & Mary Lou had to give me the birthday presents they got for me yesterday, first thing this morning. Got ^{to} the office about 8:30 just after Miss Van De Water & Fremont Davis had gotten down from the Homestead. We spread out the text & illustrations on Fundamentals of Shop Work & went to work. Had lunch at the Cafeteria this noon with Miss V. & Fremont. Had quite a surprise this afternoon when Charlie Love walked into the office about 3:30. Introduced him to the folks in the office. We stepped in Van's office & ~~the~~ we had quite a chat. Charlie had come east to give a blood transfusion to his grandmother who is in the hospital at Lyre. He told me he had brought some of his movies with him & wanted to show them to me so I asked him out to the house this evening. Charlie mentioned asking the Meltz's & Davidson's so I called Mary & asked her to get in touch with them. Dwayne had asked me to prime Charlie Love on the subject of ~~our~~ the publication of our factory school

lesson material. I only had a chance to mention the subject to him. At 6:00 I drove Frank Le Baron, Mrs. V. & Fremont up to the Homestead ~~at~~ for dinner. They picked up their baggage and we returned to the office about 7:30. I went over some material on Fundamentals of Machines which Mrs. V. had brought with her. Dwayne called saying he was leaving town & if I got an opportunity I should give Charlie Love a picture of the background on the subject of publication of our lesson material so he might put in a good word for us with Kirk when he asks him about the matter. — I forgot: — at 4:30 this afternoon Dwayne & I went over to Lewis' office or Johnston's office where we met with Bill Lewis & Bert Gintner — the first meeting of the committee on the production of visual aids. Dwayne presented the background of the subject & they agreed with us that a man would have to be engaged to carry out the wishes of the committee. — Closed up shop at the school at 9:00 & drove Mrs. V. & Fremont over to the Erie station in Union. Stayed for some

in when on the way home. Ray & Mammie Jarvis were here but Mary had been unable to get the Metzger or the Davidsons they had other plans. Charlie Love arrived about 9:30. He brought Lanie Clemens with him. I sat up my movie outfit & new double turn tables. Had a swell evening of pictures. Charlie had 3 films of his family all of which were very good. I also showed some slides. Had a lot of fun joking with Charlie - he is the same old sport. Showed him our bicycle in the basement. The party broke up about 12:50 - to bed 12:15.

4/9/43 FRIDAY:

Got up about 7:30 & before we got down stairs or about 7:40 the door bell rang - Mary went down & was surprised to find that the new maid had just arrived from Atlanta Georgia. She took over right away on her new job & served us our breakfast. I hope Mildred works out as well as did Rose Lee. Drove down to the office at 8:30, ~~staying~~ I seemed good not having Miss V. & Lament

there - I had a chance to get caught up
 on some of the things that had piled
 up the last two days. Had planned to
 sit in on the girls class (System Service Girls)
 to hear Charlie Love talk but got cold
 feet - didn't want to be the only outsider
 in the group. Bro. Heddendorf was back
 to visit the school to-day. He had
 given a talk to the N. A. L. A. Meeting in
 Binghamton last night. Bro. is now on
 a leave of absence to Babson Institute in
 Boston. Walt LaBarre called this morn-
 ing to give me the message that Bell
 Liver was sick & wouldn't be in to-day
 therefore the meeting of the Verbal Aids
Committee ^{at 4:30} had to be postponed. At 12:00
 I drove home for lunch. The men were
 here working on the drive. I had planned
 to see Mr. Barton at 11:30 about putting in
 a shower in the basement but he wasn't
 in the office. Was glad to learn that
 he had been out to the home this morn-
 ing & Mary had asked him about it. After
 lunch Mary drove me back to the office.
 At 4:00 this afternoon I conducted & had
 the Instructor Conference on the subject

of Tests, Quizzes & Examinations. I got quite a
 bite out of it. Ray was supposed to lead
 the session but he was tied up in the
 customer school until 4:30. He came in
 the room at 4:30 & told me Stanley Evans
 was waiting for me in my office so I had
 Ray take over the instructor group. Stanley
 wanted to get a man to lead some
 foremen conference at Endicott Laying Co. &
 thought we might have some one who
 taught in our Factory Schools that we could
 recommend. It had to be someone on the 2nd
 shift since the session was to be held in the
 afternoon so I recommended either Cliff Burin
 or Chide Landon. When Almon stopped in the
 office and I asked his opinion he said he
 would prefer Chide. Had quite a long talk
 with Stanley - told him of my plan for our
 foreman manual. At 6:00 I got some sand-
 wiches & milk - ate a bite of supper in the
 office with Bert Umbaum & Ray Jarvis. Had
 a little private chat with Ray - he told
 me he felt it was necessary to get the
 entire dept. together & explain just what
 his relation was to the other members of the
 dept. Explained that things were too loosely

carried out & that he felt that many of
 the people didn't accept him as being
 directly in charge of Factory School. I had
 been thinking of getting the group to gether
 soon so I told Ray we would have a
 short departmental meeting to-morrow morning
 at 8:15. At 6:30 I sat in on the Instructors
 Conference. Ray was the leader & did a swell
 job. I was very disappointed that there wasn't a
 larger group & decided to send out a letter to
 all instructors. At 7:00 I sat in on the
 Union T.M.T. session & at 7:30 I had
 Charlie Pennell come over and take a picture
 of the group. After the Instructors Conference
 I had Ray come in the office & we outlined
 the set-up to be carried out in the
 Factory School Dept. and agreed upon the
 things to be covered in the meeting to-
 morrow morning. Ray brought me home at
 8:30 - had to stop by Lute's mailbox to
 leave a letter that Sawyer's secretary had
 given me. Read the paper & looked over
 some things I brought home from the
 office - to bed at 10:30.

4/10/43 SATURDAY:

Got up at 7:00 & drove down to the Office at 8:00. At 8:15 I had ^{a meeting} the entire department in Van Gordon's Office. Explained ^{just} what my position was also that Ray Jarvis was directly responsible for all Factory schools and that they were to respect his position as Chief Instructor of Factory schools. Made the announcement that I was office manager & responsible for the various reports etc. Covered & explained each person's position & general responsibility. In closing the meeting I asked Ray to outline with each individual their duties & responsibility as soon as he could. Also asked anyone who wanted a further clarification of their position to come to me & I would be glad to discuss the set-up in further detail. Ray agreed that this meeting would be a big help in straightening out some of the problems in the dept. Went over to the lab. to see Mr. Malmros about assisting me in editing the material on "Fundamentals of ~~High Speed~~ Machinery". He showed me the work he had been doing writing the instruction manual on the Polygraph. It looked like a swell job & I was impressed by the very orderly

approach Alf. had made to the job, I had
 him return to the school with me to see
 the work we had done on "Fundamentals
 of Shop Work". Cliff had the new cover for the
 book nearly completed & I had Alf see it.
 He was quite impressed with the whole
 job & wanted an opportunity to follow the
 process thru printing etc. to gain ex-
 perience for his own book. I was pleased I
 had contacted Alf on this matter as I feel
 we can be of mutual assistance & I have
 always enjoyed working with Alf. Had
 lunch at the cafeteria with Ray & Cliff.
 They stayed & worked this afternoon. I had
 quite a chat with Cliff this afternoon &
 I find he wants an increase in pay, how-
 ever I believe he likes his work & is quite
 happy in his present set-up. I'm quite
 anxious to keep him that way, for ^{he} sure
 is an important cog in our production of
 text material. He finished up the cover
 for the book "Fundamentals of Shop Work"
 this afternoon. I could have sent it
 off to ~~the~~ the printers but thought Mr.
 Eaton would like to see it so I decided
 to hold it until Monday morning.

Drove home about 3:30 - it was a beautiful
 afternoon. There were 4 men working on the
 drive & they have at last started to put
 in the form so they will soon be laying
 concrete I hope. I took a picture of the
 drive and the men working. About 3:45
 Mary & I drove over to Binghamton; I
 spent most of the time in Weber & Dickerson's
 picking out recordings to use on my new
 double turn table. Mary & I stopped until
 nearly 6:00. Dusted home, cleaned up a
 bit & at 7:00 we walked over to the
 Clemmons. It was cold & windy - seems
 it just can't get to be real spring weather.
 Clem & Lanie also had the Higgins over
 for dinner, however they didn't arrive until
 nearly 8:00 so we had a very late dinner.
 After dinner Clem played a couple of his
 home made recordings which were very
 interesting. The feature of the evening how-
 ever was Bill's slight of hand tricks with
 a deck of cards. He kept all of us in-
 terested & most of all Collin who
 stayed up until after 11:00 to see them.
 Bill is really clever with his card tricks.
 He showed us how to do them but I

don't whether I could duplicate any of them. However they look single once you know how they are done. Pearl was with of down hearted this evening - she got word from her mother yesterday that her brother had been lost in action. Lanie & Clem showed us all through their home. It looks very nice inside, but that still doesn't affect the outside as far as I am concerned. About 12:00 the Higgins walked out to the corner of Hoven St. & C.E. Rd. where they got a cab. Mary & I went right to bed 12:15.

4/11/43 SUNDAY:

A beautiful bright clear day but cool - still not spring. Got up about 8:00. Spent most of the morning wiring up my double turn table. It worked fairly good but not quite enough volume to suit me. Noticed a strange thing, in order to have maximum volume from any one tone arm the volume control for the other ² tone arms must also be turned up. Got dressed up a bit about 12:00. At 1:00 Mr. & Mrs. Atkinson

came over for dinner. It was Mildred's first attempt at sewing for company and she did a very nice job. After Mary Lou got up from her nap we all drove over to the IBM Farm. I took some color slides and also movies of the children with the pigs, calves and horses. They sure had a swell time & I believe Mr. & Mrs. Atkinson enjoyed showing them around. We went in the home & had a little visit with the Atkinson's before returning home. It was such a beautiful afternoon that we took a little ride before coming home. Spent this evening doing some work I brought home from the office. Mrs. Linton called this evening & invited Mary & I over for dinner to-morrow night. To-bed 11:00.

4/12/43

MONDAY:

Got up at 7:00 - drove down to the post office mailed a film & stopped around at C. P. Manome to leave a suit to be pressed before going to the office at 8:15. It was the usual busy Monday morning. Called Russel Morris at N. E. High School this morning about making up a couple of the airplane type weather vane which we have suggested as

a simple widdling project in our book, Fundamentals of Shop Work. I drove over to the High School & took him 3 quarts at 11:45. He seemed glad to help us out & offered a couple of good suggestions while I was there. About 12:00 I drove on home for lunch. There was a gang of men working on our drive. Mary drove me back to the office at 1:15 - she wanted the car this afternoon to go to Binghamton to get her hair fixed. Went over to the word shop this afternoon & arranged to have Ed Hamlin make up one of the airplane type weather vane as we want to take a picture of its parts. Stopped over to see John Wagner in the electrical lab about the way my double turn tables are wired up. He thinks they are wrong. While there Clemmow called & told me he had been called from John's office & asked to talk on "The Needs of Youth to-day" in place of Charlie Glick at a P.T.A. meeting over on the knob to night. He said he had another meeting & couldn't make it and was therefore passing the opportunity over to me. I have

back to the school & stopped up to see Clem. I told him I had planned to go over to the Titon's for dinner to-night, but he sold me on doing it. Therefore I called Steve Gassi & told him I would give the talk. I went in to see Titon as soon as he got out of the Customer Class & told him I had accepted the offer to talk for Charlie York. Boy! Was I surprised when I learned Dwayne had been asked first & had turned it down because he had asked Mary & I, Mrs. Austin & Mrs. Fumwell out to the house for dinner to-night. Dwayne had asked me to bring some of my notes & I could see he was not too happy about my suggesting that I couldn't come. I decided right then to change the whole thing. Went back to see Clem but he just wouldn't take it so I had to call Steve back and tell him I had to back out & suggested his getting Bill Wislough. He called back in a few minutes & told me that Bill had a bad throat & couldn't do it. I then suggested I would speak to Jarvin - called Ray in the office & he seemed glad to do it.

It was really a relief to me for I
 wanted very much to go to the Britons
 to-night. Mary stopped by the office
 for me at 5:00. It was raining some.
 We stopped at the tailor for my suit &
 then drove over to Vaughn's for my new
 hat (Stetson Stratoliner) Came on home
 & I called Mrs. Eaton - offered to pick up
 Mr. Austin & Sumrell at the Homestead.
 Dwayne called back & accepted my offer.
 Mary & I drove over to the Homestead
 about 6:30. Had to wait a minute -
 was surprised to see Miss Myers &
 a Miss Ware from Dougherty. They
 had just been sent up to join the
 Systems Service School now in session &
 they were just bubbling over with delight.
 I introduced them to Mr. Austin - they
 had already met Mr. Sumrell. Mary
 & I had a swell evening with the
 Britons. Dwayne played some of his
 many recordings. Had a lovely dinner.
 Dwayne set up his movie equipment &
 showed ~~me~~ some of my news films. I
 also showed some of my slides. I was
 especially glad to get to know Bud

Austin better. He seems very nice. - I was very much pleased to learn that he can get me one of the large Philco amplifier & speaker that I B M used to use. He said he would have one sent to me from Cincinnati. Drove the fellow home at 10:30, - back to the Homestead. Home & turned in about 11:15.

4/13/43 TUESDAY:

Got up at 7:30 & drove down to the office at 8:30. It was a cold windy day - we sure are having March weather in April. Dwayne came down to my office this morning, to announce that he had been talking to Bibby who had been at 590 Madison Ave. for the past several days & Mr. Watson had brought up the subject of the distribution of our Factory School Lesson Material. Bibby had been told to advise us that nothing was to be sent out, not even a complimentary copy. Of course I was terribly disappointed when Dwayne told me this, in fact I thought at first he was just kidding. He made quite a story out of it and explained that we would have

to prepare a form letter to be sent out in
 answer to all the requests we have in
 file. Suggesting he would return all the
 requests to my office & begged Mrs. Gordon
 stating that she could sign them as
 "scape goat" Randon. I told Dwayne that
 I certainly wouldn't sign any form letter
 & told him I thought a big mistake
 was being made. He agreed & said he
 wouldn't do anything until Dave Bibby
 had ~~the~~ put in writing his instructions
 from Mr. Watson. In talking to Dwayne
 later about the subject he admitted it
 was the same old story - as Charlie Fox
 had mentioned when he was here last
 week - it is a matter that is just pass-
 ed around & no one seems to want to
 hold the ball. I told Dwayne I was
 quite concerned about the matter as we
 were justifying much of our activity on
 the wide distribution of our material. He
 said that this should not in any
 way curtail our activity in recruiting
 & revising our lesson material. He ^{also} said
 that I should go ahead with my plans
 to get another man to help in the

preparation of Union material as it was
 to be our policy to prepare ~~our~~ ^{the} material
 for our own classes. Had lunch at the
 cafeteria this noon. Worked with Frank Le Baron
 on "Fundamentals of Shop Work" most of the
 afternoon. Dwayne called a meeting of the
 Visual Aids Committee in his office at 4:30. The
 only ones who showed up were Bert Gentner
 & myself. I guess Lew & Bibby forgot to
 come. We waited around & at 5:00 there
 was a foreman meeting in Room 202. Kirk
 announced that Cliff Berrin had been appoint-
 ed Safety Director. It was quite a sur-
 prise to me, for although I knew something
 was in the air for Cliff I didn't know it was
 anything as good as that. In fact I was
 surprised to learn that Dick Frederick Sr. had
 been demoted to a place in the planning dept.
 I did ~~not~~ think though that Dick was slipping.
 Kirk also stressed the need for every foreman
 & supervisor to keep close tabs on every employee
 under them - bringing out as he always does the
 two problems - the human relations & the
 business problem. I thought Charlie gave one
 of his best talks, he summarized it at the
 end & the whole thing was presented very

orderly. It was over at 5:45. Cliff stopped in
 my office after the meeting & I told him
 how glad I was to hear of ~~the~~ his promotion
 & I ~~of course~~ congratulated him. Had quite a
 chat with him & was pleased to hear Cliff
 express his appreciation for the help we had
 given him in our Factory School Program. I
 told Cliff I would appreciate his letting that
 fact be known. We reminisced a bit - I told
 Cliff we had both come a long way since he
 was my star pupil in my first Shop Math
 class. Cliff has a big job to do & I'm sure
 he will be able to do it, for he is a hard
 worker. Of course he is greatly thrilled over the
 promotion. Mary met me at 6:15 & drove me
 home for dinner. It was snowing hard & the
 ground was white. I guess it is returning to
 winter. After dinner I drove back to the office.
 Frank LeBuen stayed until 8:30 & we worked
 on the text for "Fundamentals of Shop Work". I
 stayed until about 9:30 & did some proof read-
 ing. Got home about 9:45 - what a
 night, about half snowing & half raining when
 I came home. Read the paper & ~~started~~
 also some mail in "Guadalcanal Diary," it
 is very interesting. To-bed 11:31. —

P E R S O N A L a n d C O N F I D E N T I A L

Mr. Frank Welsh

OFFICE OF DIRECTOR OF EDUCATION
INTERNATIONAL BUSINESS MACHINES CORPORATION
ENDICOTT, NEW YORK

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OFFICE OF
DIRECTOR OF EDUCATION

March 5, 1943

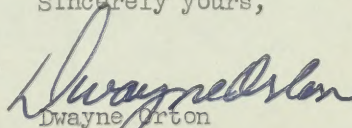
Mr. Frank H. Welsh
Department of Education
International Business Machines Corporation
Endicott, New York

Dear Mr. Welsh:

It is a pleasure to inform you that Vice President C. A. Kirk has secured approval from the Treasury Department to increase your annual salary to Six Thousand Dollars (\$6,000.00), effective February 17th, 1943.

I want you to know that I am, personally, pleased to have this action taken and I am sure it is a reflection of the fine work which you are doing and the confidence which the management of our corporation has in the services of this department.

Sincerely yours,

A handwritten signature in dark ink, appearing to read "Dwayne Orton", written over the typed name.

Dwayne Orton
Director of Education

DO:j

